

**"SUBSTANCE, NOT SHOW":  
A NORTH CAROLINIANA SOCIETY FOR THE 21<sup>ST</sup>  
CENTURY**

Report of the Committee on the Future of the North Caroliniana Society  
May 12, 2000

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## SETTING THE STAGE

### *The Charge*

The Committee on the Future of the North Caroliniana Society was created by the Society's board of directors in 1998 to take a careful look at challenges facing the Society as it moves into the 21<sup>st</sup> century.

At the committee's initial meeting on November 13, 1998, President Whichard explained that the Society's success since its formation in 1975 is attributable to the countless hours of selfless and dedicated service that have been rendered by Dr. H.G. Jones, the Secretary-Treasurer. Dr. Jones has been a model of volunteerism in public service, and the Society, through Dr. Jones, has advocated volunteerism in public service. The committee wishes to express its gratitude to Dr. Jones for maintaining and promoting the Society for the past quarter century. During this period Dr. Jones has served as the Society's recording secretary, treasurer, administrator, chief fundraiser, writer, editor, clerical staff and guiding spirit. Dr. Jones has been, and we hope for many years to come will remain, the North Caroliniana Society's premier exemplar of "substance, not show" - his own pithy description of the Society's core values. The committee embraces this phrase in the title of our report, confident that every member of the Society shares our sense of indebtedness to Dr. Jones. Each of us knows that without him the North Caroliniana Society would not be what it is today. That we all cherish membership in an illustrious organization dedicated to the lofty aim of preserving and fostering the best in North Carolina's cultural heritage is the direct result of Dr. Jones's unremitting efforts.

Concerns expressed by Dr. Jones himself about the Society's future were the impetus for the formation of our committee. Dr. Jones's concerns were the driving purpose behind the preparation of this report, and President Whichard issued our committee a roving commission to examine the Society from every perspective. Having completed our investigation, we have concluded that the board of directors of the Society should take decisive action on the following matters:

- First and foremost, it is critically important for the Society to enjoy a measure of continuity in leadership and administration for the present and the foreseeable future. Should the time come when Dr. Jones is no longer prepared to undertake primary responsibility for the work of the Society, the membership cannot assume that it will be possible for present and future Curators of the North Carolina Collection to assume the position and responsibilities of Secretary-Treasurer. The board must make adequate provision for such continuity.
- Second, the board should adopt a plan for ensuring that adequate operating capital is made available to continue Dr. Jones's work and fulfill the Society's mission. Such a plan should include the requirement that members support the Society with annual dues payments.
- Third, the board should evaluate the Society's relationship with the North Carolina Collection, decide whether the two institutions are on parallel courses, and recommit the Society to providing vigorous support for the Collection.
- Fourth, the board should reconsider the Society's membership criteria and size of membership.

*The Committee on the Future of the North Caroliniana Society*

The Committee on the Future of the North Caroliniana Society was authorized by the board of directors at the recommendation of President Willis P. Whichard. The President's recommendation was stimulated by discussions between himself, Vice-President William S. Powell, Secretary-Treasurer H.G. Jones and director John L. Sanders. The committee's eight members have worked together with President Whichard for nearly two years to develop recommendations to the board addressing the foregoing issues. The committee has interviewed persons whose connections with the Society and the North Carolina Collection enabled them to offer valuable insights into the problems we were asked to consider. The committee has canvassed the opinions of the Society members and reviewed members' extensive and thoughtful responses. Finally, we have reached the conclusions and prepared the recommendations summarized in the remainder of this report.

The members of the committee are all current members of the Society. Two - Ms. Lilly and Mr. Snider - serve on the board of directors. The following persons comprised the committee:

*Chair*

Robert W. Scott, Haw River

*Vice Chair*

Mary D.B.T. Semans, Durham

*Members*

Nancy Cobb Lilly, Raleigh

Memory F. Mitchell, Raleigh

William S. Price, Jr., Raleigh

William D. Snider, Greensboro

Aaron L. Spaulding, Durham

*Recorder and Reporter*

Martin H. Brinkley, Raleigh

*The North Caroliniana Society, 1975-2000*

The North Caroliniana Society was incorporated in 1975 by William S. Powell, H.G. Jones and Louis M. Connor, Jr. as a nonprofit literary, educational and charitable corporation. The Society's articles of incorporation and bylaws state that the purposes of the organization are three:

- I. "[T]o give assistance to the North Carolina Collection of the University of North Carolina Library and/or, upon specific approval of the Board of Directors, any other governmental agency or organization that qualifies as an exempt organization under Section 501(c)(3) of the Internal Revenue Code ... in the acquisition, preservation, care, use, or display of, and/or the promotion of interest in, historical and literary materials relating to North Carolina or North Carolinians";
2. "[T]o promote increased knowledge and appreciation of North Carolina's heritage through studies, publications, meetings, seminars and other programs"; and

3. "[T]o solicit and receive subscriptions, donations, and other funds or property from public and private sources and to expend same for assisting, organizing, and carrying on the aforementioned undertakings."

Membership in the Society is by invitation and traditionally has been restricted to those who have met the Society's criteria of adjudged performance in and service to the heritage of North Carolina. Since its formation the Society has imposed no dues, but has generally expected its members to make voluntary contributions and support the North Caroliniana Society and the North Carolina Collection as well as similar organizations dedicated to the Society's goals.

During the twenty-five years since its incorporation, the North Caroliniana Society has received benefactions that have lent significant support to the North Carolina Collection. Books and equipment have been acquired, funds have been made available for special projects, and persons conducting research on topics related to North Carolina have been enabled to take advantage of source materials located in North Carolina. Among the Society's projects have been the Archie K. Davis Fellowships, which provide research stipends to scholars working in fields of North Carolina history; "Second Sunday Readings" by North Carolina authors, offered in cooperation with the UNC-CH Department of English; provisions of financial support for the North Carolina Collection and Gallery; and modest contributions to other cultural organizations sharing the Society's goals, such as the North Carolina Literary and Historical Association and local historical and cultural organizations throughout the state. Each year the Society gives special recognition, through the presentation of the North Caroliniana Society Award, to a person or persons whose life and work have exemplified the Society's aims.

#### *The North Carolina Collection*

A complete history of the North Carolina Collection is beyond the scope of this report. The committee refers the directors and members of the Society to the description of the Collection in Section III.A of the "Whichard Report," reproduced as Appendix C.

### **MOVING FORWARD: RECOMMENDATIONS TO THE BOARD OF DIRECTORS**

#### *Membership*

**Recommendation:** *Membership in the Society should remain honorary and by invitation only. The board should elect to membership a limited number of outstanding North Carolinians who show promise of making substantial contributions to the Society.*

Membership in the North Caroliniana Society traditionally has been restricted to persons who have made substantial prior contributions to the cultural life of North Carolina and, in rare circumstances, to those who have shown promise of making such contributions in the future. Over time, the maximum number of members has been increased to the present quota of 150. Membership has been offered to selected individuals by the board of directors, generally upon the recommendation of individual officers and directors.

The committee believes that membership in the Society should remain an honor. To permit individuals to join the Society at will would substantially alter the character of the organization, and endanger the qualities of "substance, not show" nurtured by Dr. Jones. It is this vision of membership that sets the Society apart from similar institutions. The board of directors should preserve the Society's uniqueness by continuing to consider carefully the qualifications of those who are to be

invited to join. In the words of one Society member, "If the honor ceases, then all the dues in the world will not compensate for that."

At the same time, in order to ensure that the Society enjoys vigorous leadership in the future, the board of directors should give consideration to extending membership to qualified young persons. The committee notes that only two members of the Society are under the age of forty, and a majority are past, at, or near retirement age. The board should deliberately invite more young men and women to membership, with due regard to an individual's promise and ability to make future contributions to the organization and to the cultural life of the state. The committee does not recommend a prohibition against inviting new members older than a specific age but suggests that an effort be made to involve worthy younger members.

**Recommendation:** *The Society should be expanded to 200 members.*

In order to more widely recognize contributions to the cultural life of North Carolina, as well as to create a broader base of financial and intangible support for the Society and its programs, the committee recommends that the directors increase the membership cap from 150 to 200. The board of directors should consider implementing this increase gradually, perhaps over a period of five years, with ten new members to be elected each year (in addition to any elections as a result of the death or resignation of current members).

From the responses the committee received in its canvass of the membership, it was apparent that Society members do not generally oppose increasing the membership cap. At the same time, several respondents urged caution in the area of membership increases. In the words of one member: "I would hope that the current 150 limitation on membership would not be vastly increased." And another: "I favor keeping the membership limited." Accordingly, in the interest of preserving the Society as an intimate group of North Carolinians who share common goals, the committee recommends that the board not increase the membership above 200 in the immediate future.

#### *Finance*

As of October 31, 1998, the North Caroliniana Society's net worth was approximately \$500,000. Most of this sum was (and remains) invested in endowment funds that are managed by UNC officials on the Society's behalf. The endowment funds are reserved for specific purposes, such as the Archie K. Davis Fellowships, and yield little in the way of dividends that can be deployed for basic operations. In an effort to avoid tapping into endowment funds, the Society relies for its operating budget on voluntary member contributions. At the same time, Dr. Jones's dedicated services have been rendered on a volunteer basis, enabling the Society to minimize overhead expenses and related expenditures and to divert funds to endowment for a number of years. In written comments to the committee, Dr. Jones has stated:

*The Society's accomplishments have resulted from exceedingly frugal use of its funds. It has never paid a cent in salaries or wages; all work is on a volunteer basis; and it benefits from space and services provided by the North Carolina Collection. Every dollar spent today is irretrievable, but an unspent dollar transferred to investments means that it can be spent over and over in the future.*

*For that reason we have held expenditures to a minimum again [in 1998] so that we could add an additional \$25,000 to the endowment ....*

In the past several years, the Society's operating budget has been maintained at an average level of approximately \$20,000. Donations to the general fund have been provided by a very small number of major donors, as well as approximately twenty-five other Society members who regularly contribute amounts ranging from \$25 to \$1,000. The remaining 125 Society members, infrequently, if ever, contribute to the Society, financial support not being a condition of continued membership. In its first twenty-five years the Society has been a quiet fundraiser, preferring members' spontaneous generosity to more aggressive forms of solicitation. Donation forms have usually accompanied Society mailings, such as the *North Caroliniana Society Imprints* and the Society's annual reports.

It is clear that the Society cannot expect to continue its present program of member services, much less offer enhanced benefits, if its operating budget is not substantially increased. Accordingly, we make the following recommendations with respect to the Society's finances:

**Recommendation:** *The Society should adopt a dues structure as a requirement of membership. Dues revenues should be used to finance overhead costs and underwrite the administrative functions of the Society.*

The committee notes that Section I of the Society's bylaws contemplates the possibility of a dues requirement: "Dues, if any, shall be determined by the Board of Directors." Despite this tacit acknowledgment that a dues system could be introduced, for many years the board has preferred to carry out the Society's mission without charging dues. The Society has preferred to hope that our members will choose to support the Society's operating budget of their own accord, through lifetime gifts and testamentary bequests.

At the same time, the cost of preparing, printing and mailing Society publications has continued to climb. Printing costs alone for Doris Betts's *My Love Affair with Carolina*, the *North Caroliniana Society Imprint* for 1998, were \$3,920.01; total costs for printing and distribution were approximately \$5,000, or \$33 per member. The cost of publishing two *North Caroliniana Society Imprints* in 1998, as well as of publishing the Society's annual report, was approximately \$75 per member, for a total of \$11,250. Because the Society pays nothing in salary to Dr. Jones, it can institute few economies with respect to these hard costs. At these rates, the Society must adopt a systematic approach to generating basic operating revenues in order to maintain even its current level of membership benefits. To that end, Dr. Jones commented at the December 7, 1998 board meeting that "he believed the Society may be forced to reconsider its original plan of operating solely on voluntary contributions." (*Minutes, Board of Directors Meeting, December 7, 1998*). The board may wish to consider taking steps to lower publication costs.

The committee believes it is time for the board to adopt a basic dues requirement. Every member should be expected to contribute at least a nominal amount to the Society's upkeep; we suggest that this amount be \$100 per member per year. Assuming that membership is increased to 200, such a requirement would produce \$20,000 in operating funds on an annual basis. This sum would be used to defray the cost of hiring any paid part-time clerical help that may become necessary for the Society, as well as the publication and mailing costs associated with the *Imprints* and annual reports. If dues are required, the Society should review with qualified legal counsel the extent to which dues may be tax deductible to the members, and so inform the membership.

**Recommendation:** *The Society's annual North Caroliniana Society Award dinner should be part of an annual fundraising effort. Sums raised through this effort should be placed in the Society's General Endowment Fund or in its special purpose funds if the donor so requests.*

As noted above, the North Caroliniana Society's main sources of financial support have been a

very small number of major benefactors, two testamentary donors, and approximately twenty-five members who contribute to its support on a regular basis. The great majority of members contribute to the Society infrequently or not at all.

The committee believes that members who are in a position to give have to be asked deliberately. After reviewing the Society's method of asking for donations, we have concluded that the Society may not have been assiduous enough in asking members to give. In our view, the level of commitment to our cultural heritage shared by concerned North Carolinians is not substantially different today from what it was twenty-five years ago, at the time of the Society's founding. In this time of almost daily charitable solicitations, however, the Society cannot expect access to the financial resources even of its own members if it does not undertake regular and methodical fundraising efforts.

The committee believes that the annual North Caroliniana Society Award dinner presents an ideal opportunity to make members aware of the work the Society is trying to do and the cost that work entails. While a request for donations at the annual dinner should be made in good taste, with dignity appropriate to the occasion, members must understand the needs of the North Carolina Collection and the North Caroliniana Gallery before they can be expected to satisfy them. Accordingly, we recommend that the board study the feasibility of a yearly fundraising effort, to be carried out in connection with the award dinner. The proceeds of the effort would be invested in the Society's General Endowment Fund (or, if so requested by the donors, one or more of its special purpose funds), which is used primarily to support the North Carolina Collection and North Caroliniana Gallery, not to underwrite the Society's operating budget.

**Recommendation:** *Charges/or the Society's annual dinner should reflect the dinner's actual cost, without detracting from attendance. The Society should avoid underwriting the annual dinner with operating funds.*

The committee understands that, in recent years, a portion of the cost of the annual North Caroliniana Society Award dinner often has been underwritten from the Society's operating budget. While the motive behind this practice - keeping down the expense of the event for members, thereby encouraging attendance - is laudable, we believe the Society should not deploy its resources for this purpose. In our view, the charge for the dinner could be increased with no deleterious effect on attendance. Accordingly, the committee recommends that the officers and board of directors take reasonable steps to make the dinner self-supporting.

#### *Relationship of the Society to the North Carolina Collection*

The articles of incorporation of the North Caroliniana Society state that the Society was founded to "give assistance to the North Carolina Collection of the University of North Carolina Library." Providing support for the North Carolina Collection is the Society's primary purpose. In the main, the Society has taken its responsibility to the Collection seriously. The Committee has concluded, however, that the Society can and should do more for the Collection than it has in the past.

Since the Society was formed, it has enjoyed a mutually rewarding relationship with the Collection. For the Society's part, it has from time to time provided a source of immediate funds for the acquisition of items by the Collection within a limited time frame. In such cases, for the Collection to rely on budgeted funds from the University Library would inevitably entail missing important acquisition opportunities.

In addition, the Society has drawn attention to the Collection by publishing its annual reports in conjunction with the annual reports of the Collection. The Society's *North Caroliniana Society Imprints* draw attention to the Collection, albeit obliquely, by publishing writings that can be found nowhere else. To date, thirty *North Caroliniana Society Imprints* have been published, nearly all of them containing writings that can be found nowhere else. The Society's Archie K. Davis Fellowships enable scholars from around the world to become familiar with the Collection's unique strength as an incomparable research center for state history. The distinguished membership of the Society and the annual public lectures given in conjunction with the North Caroliniana Society Award presentation are "benefits by association" for the Collection. The committee understands that the staff of the Collection is proud of its connection with the Society and its members.

At the same time, the Collection affords substantial benefits to the Society which are too often overlooked. The Collection has subsidized the publication of the Society's annual report for some time, although it cannot be expected to continue to do so in light of budgetary constraints. The Collection provides a rent-free "home base" for the Society, and the Society takes advantage of University "overhead" in its administrative functions at no cost to itself. The staff of the Collection assists with preparations for the North Caroliniana Society Award dinner each year, and with arrangements for the fall and spring meetings of the board of directors and the membership.

**Recommendation:** *Supporting the North Carolina Collection should remain the Society's primary focus.*

Some have suggested that the Society should transfer its attention from the North Carolina Collection to other North Carolina cultural institutions, and that the Society should as a result become an omnibus statewide organization. The committee believes that it would be a grave mistake for the Society to adopt such a course of action. The Society's role in supporting the Collection is its main source of identity. We would forget who we are, and what we aspire to be, if the Collection's welfare did not remain our central concern.

The committee likewise believes it is important for the Society to remain physically headquartered in the North Carolina Collection. The committee recommends that, if the need arises, the Associate Provost for University Libraries be asked specifically to approve a continuing allocation of space for the Society in the North Carolina Collection offices.

**Recommendation:** *The board of directors should regularly allocate a meaningful sum of money to the acquisition, maintenance, and preservation of resources in the North Carolina Collection. This sum should be drawn from the investment income produced by the Society's General Endowment Fund and, when needed, from current contributions.*

The Society should not simply serve as the public relations arm of the North Carolina Collection, while doing relatively little to support the Collection on a day-to-day basis. To do so would be to overlook the Society's fundamental purpose. The board should carefully consider how the Society can assist the Collection with Collection expenses that are not supported in the Collection's ordinary operating budget.

In our view, the Society should endeavor to enhance its provision of discretionary funds to the Collection. While occasional Society grants have been helpful to the Collection, the Society should strive to better support the Collection's immediate needs. For example, the Collection receives a substantial sum from the University Library's unrestricted funds for the purchase of North Carolina newspapers on microfilm. An important goal for the Collection in the near future

will be the promotion of construction of a climate-controlled "cold storage" facility for film negatives, at a projected cost of approximately \$500,000. It is not clear that the University Library can be expected to requisition funds for this purpose. In a meeting with the committee, the Associate Provost for University Libraries cautioned that special collections such as the North Carolina Collection are inevitably a "bottomless pit" for library budgets because they face constant problems of preserving and conserving collection materials- matters that are only rarely singled out for direct state funding. Accordingly, the committee encourages the board to adopt a fundraising program that will enable the Society to assist with much needed improvements in the Collection, such as those described above.

**Recommendation:** *The Curator of the North Carolina Collection should be an ex officio member of the Society's board of directors, whether or not he/she holds another official position in the Society. The Curator should be involved in the consideration of policy decisions affecting the Society.*

If the North Carolina Collection is to remain the primary focus of the North Caroliniana Society, the Curator of the Collection should take an active role in the Society. He/she should be a member of the board of directors by virtue of his/her office as Curator (whether or not he/she otherwise holds an office in the Society), and his/her counsel should be sought regularly where policy matters affecting the Collection are concerned. The Curator should be encouraged to ask the Society to provide funding for meaningful purposes in the Collection.

As discussed in the following section, the committee has learned that the Curator's job description has changed and expanded since Dr. Jones served in that capacity. The committee believes that it will not be possible for the present Curator, Robert G. Anthony, Jr., to take an active role in handling the administrative functions of the Society. Accordingly, we recommend that the Curator be assigned a leadership role in the Society without imposing on him/her any additional burdens of administrative oversight.

**Recommendation:** *While retaining the North Carolina Collection as its primary focus, the Society should continue to emphasize public programs for a statewide audience, such as studies, fellowships, publications, meetings, seminars, historical markers and commemorations.*

### *Administration*

The administrative functions of the North Caroliniana Society are divided into five major categories, all of which are currently discharged by H.G. Jones as Secretary-Treasurer: (1) preparation of the *North Caroliniana Society Imprints* and annual report; (2) general oversight of the Society's finances; (3) regular assessment of the needs of the North Carolina Collection and the Society's ability to meet those needs; (4) record keeping and clerical maintenance, including receiving and acknowledging donations, preparing minutes of board meetings, etc.; and (5) preparation for directors' meetings and for the annual membership meeting and North Caroliniana Society Award dinner.

Dr. Jones has estimated that these activities consume an average of eighteen hours per week. He has cautioned that this is an estimate and that the Society's administrative demands range from a few hours a week during "down" periods to substantial amounts of work in the weeks leading up to the North Caroliniana Society Award dinner and prior to the release of Society publications. In addition, Dr. Jones prepares an annual filing with the Internal Revenue Service, a requirement for maintaining the Society's tax exempt status.

Particularly laborious are the compilation and publication of the *North Caroliniana Society Imprints* and the Society's annual report. The tasks involved in these efforts include producing copy (which itself involves writing, editing, formatting, and selecting and captioning photographs, typing text into a word processor and proofreading the typescript and printer's proofs), handling, addressing and mailing the publications. Only a small part of the work is clerical. That Dr. Jones has accomplished all these tasks on a purely volunteer basis is a testament to his commitment to the Society.

This is substantial, time-consuming work, and the Society should make preparations for the time when Dr. Jones may not be able or willing to undertake it. The committee believes that the Society cannot expect one individual to produce publications, work with the North Carolina Collection and perform clerical tasks at the same time. The Society will not likely, in short, find another "irreplaceable gem" (as one Society member put it) like H.G. Jones. The board nevertheless must determine how the basic administrative work of the Society is to be discharged in the future. The committee offers the following suggestions for the board's consideration:

**Recommendation:** *HG. Jones should remain Secretary-Treasurer of the Society for as long as he wishes and is able. A prospective successor to Dr. Jones should be identified as soon as possible, however, so that he or she can have the benefit of an "understudy" period and learn the workings of the Society directly from Dr. Jones.*

As one committee member stated, the post of Secretary-Treasurer of the North Caroliniana Society is "a commitment, not a job." No one understands this better than H.G. Jones himself, and it is the committee's earnest hope that Dr. Jones will continue his present work on the Society's behalf as long as he wishes and is able. Though it will be impossible to "clone" Dr. Jones by identifying an individual who will match his level of dedication to the Society, the board should seek to nominate a successor who knows and loves North Carolina and North Carolinians, who has some knowledge of North Carolina history and culture, and who possesses the writing and editing skills that will enable him or her to discharge the more complex tasks Dr. Jones now performs. Beginning as soon as possible, this individual should work with Dr. Jones to "learn the ropes" of running the Society. The committee hopes that it will be possible for the board to find an individual willing to carry out these duties on a volunteer basis, and we recommend that the board explore volunteer alternatives before considering the creation of a compensated position.

**Recommendation:** *At such time as HG. Jones no longer wishes or is able to serve as the Society's Secretary-Treasurer, the Society should be prepared to reimburse a North Carolina Collection staff member, or the collection itself, for a staff member's time spent maintaining the Society's records. The Society must recognize, however, that North Carolina Collection staff may not be in a position to render regular clerical assistance to the Society and should be prepared to pay for outside clerical support.*

The committee believes it will be difficult for the board to locate a volunteer to carry out the clerical duties Dr. Jones performs for the Society. We have concluded that, with respect to clerical and similar tasks, it will be difficult, if not impossible, for the Society to carry on as a purely volunteer organization when Dr. Jones's tenure ends. Accordingly, we suggest that the board consult with the Curator of the North Carolina Collection about the possibility of assigning a Collection staff member to maintain Society records and handle routine clerical tasks. If this approach is to be feasible, the Society must be prepared to reimburse the Collection for the overhead expenses incurred and time lost from regular Collection work in such an arrangement. The Society also must be prepared to recognize that the Collection's current staff likely will not be in a position to contribute as much time to administering the Society as Dr. Jones has given over the years.

**Recommendation:** *The board should strive to prevent the administrative functions of the Society from being "absorbed" into the University bureaucracy.*

In light of the challenge the Society faces in identifying a successor to Dr. Jones, it might be suggested that the Society's administrative functions should be assumed by the staff of the University Library or another arm of the UNC-CH bureaucracy. In the committee's view, such a step should be avoided. The Society was created, in part, to provide a source of support for the North Carolina Collection that is free from bureaucratic shackles. Only by remaining independent and self - sufficient can the Society carry out the mission envisioned by its founders.

#### *Governance*

**Recommendation:** *The Society should maintain its current governance structure, which has served it well.*

The committee has considered whether the Society's governance structure should be altered, and has concluded that the present structure - a board of directors and three officers - is adequate for the foreseeable future. Accordingly, the committee recommends that the Society maintain its current governance mechanisms.

**Recommendation:** *To the extent that it decides to adopt the recommendations contained in this report, the board of directors should consider forming appropriate ad hoc committees consisting of Society members with expertise in the subject under consideration.*

The committee notes that the Society's bylaws do not prevent the board from appointing committees. We encourage the directors to use the committee mechanism as a way of implementing the recommendations contained in this report and giving members a stake in the future of the Society. Committees should consist of Society members as well as directors. Although our financial resources are modest, the Society possesses a wealth of human capital that should be harnessed to accomplish the goals embodied in this report.

#### *Conclusion*

The committee commends the foregoing information and recommendations to the Society's officers, directors, and members. It views this report, not as a permanent panacea, but as serviceable guidance toward a confident beginning for a new century of "substance, not show" - one designed to promote ongoing honor for and support of the historical, cultural, and literary life of North Carolina, particularly through support for and involvement with the North Carolina Collection. The court of history, in some future session, must ultimately judge the success of our endeavors. For the present we urge the audacious and self-assured continuation of an endeavor well begun, confident that the Society's twenty-five year history is but prologue, and that its future will be worthy of, if not even better than, its past.

Respectfully submitted, this the 12<sup>th</sup> day of May, 2000.

Robert W. Scott, Chair  
Mary D.B.T. Semans, Vice-Chair  
Nancy Cobb Lilly  
Memory F. Mitchell  
William S. Price, Jr.

William D. Snider

Aaron L. Spaulding

Martin H. Brinkley, Recorder and Reporter

## APPENDICES

### A. Member Survey Responses

The following are comments the committee received from members of the North Caroliniana Society in response to Governor Scott's and President Whichard's August 12, 1999 memorandum soliciting input on the future direction of the Society. The responses are grouped under headings which correspond to the headings in the body of this report.

#### Membership

- "Membership should remain as an honor."
- "Raising membership to 200 would be acceptable."
- "I would suggest that membership be increased not more than ten members annually over the next five years plus any vacancies that occur because of resignations or death."
- "I would hope that the current 150 limitation on membership would not be vastly increased "
- "I favor keeping the membership limited "
- "I do not object to increasing the size of the membership of the Society, and adopting a reasonable dues structure which would enable the organization to operate successfully in the future. There is merit to having a membership based, in part, on recognition of service or contribution to North Carolina."
- "The North Caroliniana Society Imprints and other publications have considerable historic value Could some of these Imprints, for example, be published as one or more books available first to Society members as a membership benefit (or other incentive)?"
- "I'd say increase the membership to 300 and require dues after the third year of membership."
- "Increase membership and impose dues!"
- "Leave membership cap at 150."
- "If we need to increase the membership, that is an option. Dues are also an option, but I trust that the original purpose of the Society will not be compromised: those who have demonstrated a love of the history, literature and culture of the State of North Carolina. If the honor ceases, then all the dues in the world will not compensate for that."

#### Governance

- "I would suggest that the Society's leadership consider the creation of a method for controlling expansion of its program. I do not mean anything that would be constrictive in

the face of a promising opportunity but an evaluative process that would protect the Society against internal divisions and burdensome expansions of programs stemming from the use of whatever funds become available from dues from an expanded membership."

## Finance

- "We should try to find some private funding to help us establish an endowment of proper size."
- "From the viewpoint of a member who attends the annual meetings when he can and supports projects when asked to do so, I think the twofold approach of increasing the burden of membership and having a dues structure is the correct path."
- "I would ... recommend that dues be set at fifty dollars annually with additional financial requests for special events and projects *or* that dues be set at one hundred dollars annually with no other financial requests of the membership. A box on the dues notice could be provided to be checked for additional voluntary contributions. While many of the members are able to pay for more than these dues, I feel the Society should not become a financially exclusive one. The love of North Carolina history and contributions to its preservations are not limited to those with many dollars in their bank accounts."
- "[C]ertainly most of us would not object to a dues structure."
- "We need to sustain ourselves financially. I would certainly be in favor of expanding our membership and creating a dues structure in order to accomplish this."
- "I think we are going to have to charge dues and we may need to make them a little bit hefty in order to cover expenses .....I will be happy to pay whatever dues you think are fair."
- "As to dues, I would think a budget for salary and expenses would have to be developed. You could then divide it by 150 members. If the budget is \$15,000, the dues would be \$100. I would think the dues should be kept under \$200, if possible."
- "I favor ..... imposing a dues structure that will satisfy the financial needs of the Society. It seems to me that this is quite possible if voluntary contributions continue, as I believe that they will."
- "[Finances] will depend, it seems to me, upon the relationship, if any, with the North Carolina Collection, the UNC Library and other elements of the University. Since the Society is a support organization, would the University provide any space, facilities, etc. for the Society in the future? Does the UNC Development Office consider the Society a valuable asset in attracting funds and other support for the University? If the Society is to become a completely independent, non-profit organization, financial requirements would increase significantly, of course."
- "Set annual dues at \$100.00."
- "The idea of dues came up at the very beginning [of the Society], but for some

reason they were not enacted. I do remember that voluntary contributions were what we ended up with. I agree that something other than this arrangement must be enacted if monies are to be raised to meet expenses. However, let me remind everyone that raising money was not the main purpose of this organization from the very beginning. The idea of buying your way into membership was *abhorrent* to the initial members. The first goal was to gather together people who loved and had contributed to the history, literature and culture of North Carolina."

### Relationship to the North Carolina Collection

- "[Finances] will depend, it seems to me, upon the relationship, if any, with the North Carolina Collection, the UNC Library and other elements of the University. Since the Society is a support organization, would the University provide any space, facilities, etc. for the Society in the future? Does the UNC Development Office consider the Society a valuable asset in attracting funds and other support for the University?"
- "As one of the organizing members, I can tell you that we wanted to support the collections of the North Carolina Collection, regardless of what that entailed."
- "I can appreciate that some fine tuning of the organization might be necessary. H.G. Jones has been tireless in his work for the Society for a very long time. However, I feel that the administration of the library (and the University) really is not thinking straight if they deny the benefits that the Society provides for the North Carolina Collection. The very notion that the Society cannot use the services of the Curator of the North Carolina Collection seems on the surface ridiculous. Why not?"
- "I would hate to see the Society disassociated from the collection that it was organized to support. We *must* maintain a close relationship between the Collection and the Society."
- "Any supporter of the Society is, at heart, a historian, and any historian knows how capricious the future can be. I, therefore, think it would be prudent to undertake all innovations with a concern for what the Society may be in 10 or 15 years. Different circumstances, different personnel, and even different forms of material will be involved. And while you are understandably focused on the Society, all changes should be made with the wellbeing of the Library and the University - both of which have provided great support to the Collection and to the Society - should be equal concerns. To reason that the Collection is an independent or semi-independent organization because it may be an outgrowth of some earlier, smaller collection has always seemed disingenuous to me. Indeed, most distinguished research collections have a similar evolution without any confusion about its present identity. The work for and loyalty to North Carolina Collection's welfare and growth of leaders like Dr. Wilson deserves better from the stewards of the Collection today."

### Administration

- "H.G. Jones is an irreplaceable gem, but plans are necessary for the Society to continue to exist and to provide support for the North Carolina Collection .... He has put too many hours and too much effort in the Society for it not to plan wisely."
- "[I]t will be very difficult to replace Dr. H.G. Jones in any organization; however, I am sure the eventuality must be faced ..... I think we will probably have to

depend on volunteers who have access to such things as copying equipment for that position. Perhaps Bob Anthony could do part of the job, if not the entire job, as H.G. did when he was in charge of the Collection."

- "You might consider the administrative functions being handled as a part-time position by a secretary who is already employed by the University..... The individual would be paid directly by the Society. It could be a person under the Library Administration with the Society reimbursing the Library a lump sum to handle. The position might appeal to a person retired from the University."
- "Since Dr. H.G. Jones cannot be cloned, the Committee should seek the most qualified candidate who understands and supports the goals and objectives of the society, and will bring to the position the benefits of an academic career and life experience in North Carolina. We should make the most of this opportunity to see and find the best talent available."
- "I would recommend that the job description of the secretary and treasurer be worked out in close consultation with the Associate Provost for Libraries and his chief officers for financial matters, since they will need to work closely together."

#### Member Involvement

- "Who will succeed H.G. as leader of the Society? Whether we go with a paid employee, or volunteers from membership, affects [membership cap and annual dues]. I say we at least experiment with volunteers recruited by officers and directors."

## APPENDICES

### B. Acknowledgments

The committee received a great deal of assistance throughout its deliberations. To all the interested members of the North Caroliniana Society and the staff and faculty of the North Carolina Collection and the University of North Carolina at Chapel Hill who responded to membership surveys, consented to be interviewed by the committee, wrote or otherwise provided information, we extend our appreciation. Special thanks go to the people who appeared at committee meetings to share their experience, knowledge and views. Those include:

*November 13, 1998 - Wilson Library, The University of North Carolina at Chapel Hill*  
Willis P. Whichard, President, The North Caroliniana Society<sup>1</sup>

*January 11, 1999- Wilson Library, The University of North Carolina at Chapel Hill*  
H.G. Jones, Secretary-Treasurer, The North Caroliniana Society; Curator emeritus and Thomas Whitmell Davis Research Historian, North Carolina Collection  
Robert G. Anthony, Jr., Curator, North Carolina Collection

*February 9, 1999- Wilson Library, The University of North Carolina at Chapel Hill*  
Joe A. Hewitt, Associate Provost and Director of University Libraries, The University of North Carolina at Chapel Hill

*March 9, 1999- Wilson Library, The University of North Carolina at Chapel Hill*  
Alice R. Cotten, Head of Public Services and Research Historian, North Carolina Collection

*May 11, 1999- Wilson Library, The University of North Carolina at Chapel Hill*  
William S. Powell, Vice-President, The North Caroliniana Society; Professor emeritus of History, The University of North Carolina at Chapel Hill and former Curator of the North Carolina Collection

*August 3, 1999- Wilson Library, The University of North Carolina at Chapel Hill*  
General Meeting

*August 31, 1999- Carolina Country Club, Raleigh*  
William C. Friday, President emeritus, The North Caroliniana Society; President emeritus, The University of North Carolina

*October 12, 1999- Old Fields, Haw River (Home of Robert W. and Jessie Rae Scott)*  
General Meeting

*March 14, 2000 - The Siena Hotel, Chapel Hill*  
General Meeting

*April 25, 2000- Home of Memory F. and Thorton W. Mitchell, Raleigh*  
General Meeting

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<sup>1</sup> President Whichard attended every subsequent meeting at the invitation of the committee, but intentionally exercised no authority over committee proceedings.

Finally, this project would not have been possible without the support of H.G. Jones and Robert G. Anthony, Jr., the immediate past and present Curators of the North Carolina Collection, respectively. H.G. Jones was instrumental in providing copies of legal and financial background materials on the North Caroliniana Society, and Bob Anthony arranged accommodation for most of the committee's meetings in the Friends of the Library Room in Wilson Library. Special thanks go to Nancy Cobb Lilly for extending the hospitality of the Carolina Country Club for our August 31, 1999 meeting; to Robert W. and Jessie Rae Scott for opening their home, Old Fields, for our October 12, 1999 meeting; to Mary D.B.T. Semans for extending the hospitality of The Siena Hotel for our March 14, 2000 meeting; and to Memory F. and Thornton W. Mitchell for opening their home for our April 25, 2000 meeting.

## APPENDICES

### C. History of the North Carolina Collection

The North Carolina Collection traces its origin to January 1844 when the Historical Society of the University of North Carolina was created under the leadership of President David Lowry Swain. Its proclaimed purposes were to inspire interest in the history of the state and "to collect, arrange and preserve at the University ... copies of every book, pamphlet and newspaper published in the State." At the same time, under Swain's leadership, the *North Carolina University Magazine* was established, and from its initial volume it publicized state history and the aims of the Society. In its first report in June 1845, the Society boasted a collection of 32 publications and 11 collections of manuscripts. Among the books were legislative journals, session laws, and newspapers, while the manuscripts consisted of papers of colonial and Revolutionary leaders.

Membership in the Historical Society was extended beyond the University, and contributions of resources for its collections were sought. Although books and manuscripts were actively sought and for a time annual historical addresses were delivered at commencement in the name of the Society, the Society was largely Swain's creation. He expressed an interest in writing a history of the state, but other duties kept him from doing so. In the meanwhile the *University Magazine* appeared regularly, and the Society's collections grew. The books and manuscripts, however, were kept under Swain's protection.

During the ten years after 1858 when the Civil War intervened, the Society drew no noted attention. Swain's death in 1868 briefly ended even any pretense of Society activity. In 1870, however, a commencement address by John H. Wheeler, author of a history of the state, apparently revived interest, as it was reported that "several members of the Historical Society of North Carolina met in the University Library for the purpose of reorganizing the Society." More than a dozen leading men of the time were made honorary members, and with the assistance of Mrs. Cornelia Phillips Spencer they sought to obtain possession of the resources of the Society from President Swain's widow. As carefully explained in H.G. Jones's book, *For History's Sake*, they were only partially successful. No complete inventory was ever made, some of the material was considered to have been Swain's personal property, and some apparently was sold or given away. Nevertheless, in time a significant portion was turned over to the University of North Carolina and deposited in the library.

The University had closed in 1871 during the difficult time of Reconstruction, but after it reopened in 1875 a North Carolina Historical Society was organized. One of its objectives was the collection of "books, manuscripts, papers and memorials ... relating to the history of the State." University President Kemp P. Battle was one of the incorporators of the new Society, and with his support there was a vigorous renewal of interest in North Carolina history on the campus and throughout the state. The library's holdings in the field were analyzed and a circular printed defining its needs. Twenty-five classes of local material were listed; among them were newspapers and periodicals, statutes, geological, topographical, educational, scientific, medical, sanitary, and religious reports and statistics; and works, speeches, sermons, and literature by North Carolinians or pertaining to North Carolina.

In 1901 Louis Round Wilson became university librarian, and he began a move to create a special collection of North Carolina material with its own endowment. John Sprunt Hill had already been encouraging the study of North Carolina history at the University by offering a prize of books for the best thesis, and he established a fellowship in history. In 1906 he made the

first of a number of very significant gifts to endow the North Carolina Collection in the University Library. With the move into a new library building on campus, a special area was set aside for the Collection. By 1917 the Collection's growth necessitated employment of its first full - time Librarian, and Mary Lindsay Thornton was hired with funds furnished by Hill.

In 1918 by action of the Executive Committee of the Board of Trustees, the Stephen B. Weeks Collection, consisting of 10,000 books, pamphlets, newspapers, maps, and broadsides, was purchased. Weeks, a professional historian, had a broad vision of what constituted North Caroliniana, and he had collected widely. Containing many unique and rare items as well as long runs of serials and periodicals, his pattern of collecting became the model for the North Carolina Collection in the future.

Firmly established as an important resource in support of the University's teaching program and appreciated by all who were interested in the history of the state, the North Carolina Collection soon came to be recognized as the best such state collection in the nation. In 1993 it contained a total of 226,180 catalogued items: books, pamphlets, broadsides, maps, reels of microfilm, fiche, recordings, and other forms of library resources.

Report of the North Caroliniana Society Ad Hoc Committee to Study the North Carolina Collection  
(extracted from The North Caroliniana Society, Inc., *Annual Report, 1993-94*)