

Final Report of the Committee on the Future of the North Caroliniana Society

Submitted May 17, 2012

President Willis P. Whichard appointed a committee to "engage in strategic or long range planning" for the society on August 5, 2011. (Please see his charge printed below as "Appendix A".) The members of the "Future Committee" were all pleased to be asked to undertake this work. We understood our charge to be to discuss and recommend ways that the North Caroliniana Society (NCS) could continue to function at the level of excellence achieved during Dr. Houston G. Jones's firm guidance and loving care. Put simply: "How do we manage in the post-Jones era?" Fortunately, the NCS has excellent current Executive and Board leadership. You will find that our recommendations are mainly suggestions for possible improvements in the operation of several of our programs. There are no recommendations for radical changes. We do suggest some new investments in NCS's area of chosen responsibility which are in particular need of help in this time of restricted resources for "the promotion of increased knowledge and appreciation of North Carolina's heritage." (Articles of Incorporation, 11 September 1975).

Finally, I want to report on how the committee went about its work. We discussed the various topics as a committee of the whole. Individual members with the most understanding of a given subject volunteered to write about that section of our report. Bill Price was selected to be the overall editor and Jason Tomberlin has been a wonderful clerk-of-the-works. The other members of the committee are Jim Clark, Shirley Frye, Emily Williamson Gangi, Dana Lacy, John Sanders, and Bland Simpson. The committee came together for a final meeting to review and approve the report.

Respectfully submitted for the Committee,

H. David Bruton, *Chair*

Recommendations

Advocacy

A stated core purpose of the Society is, "the promotion of increased knowledge and appreciation of North Carolina's heritage." There is a general feeling that we are not doing as well with this currently as we could be, especially in the activities that rely mainly on public funding. (Please see the excellent comments in Jim Clark's and Jeff Crow's "pruned heritage tree" remarks, included as "Appendix B.")

The Society must be very careful in its advocacy. Our advocacy must be clearly non-partisan. This committee does feel that we must become more active in educating the public and our State's political leaders about the need for adequate public funding for increasing the knowledge and appreciation of our heritage. Increased private funding is also crucial; it cannot and should not supplant public funding. Both must increase if we are to care for and sustain our vital historic resources and properly maintain and interpret them now and in the future.

North Carolina History research, teaching, and learning must be strengthened at all educational levels. Not only is such strengthening necessary for developing good citizens, but it is also an excellent short- and long-term investment of public resources. Therefore, the Committee recommends that the Society devote a portion of our limited resources to increased advocacy on behalf of our core issues.

Annual Award Dinners

As the North Caroliniana Society enters the AHG ("After H. G. Jones") Era, among the matters needing special attention are the conduct and operation of the Annual Meeting occurring each spring. Dana Lacy has been involved (especially in 2011) in dealing with the many details that need attention as that very important event shapes up. She has also offered her ideas on other events that the Society might promote or conduct. Her ideas, experiences, and suggestions from dealing with venue choices to creating name tags are offered in full in "Appendix C."

Archie K. Davis Fellowships

The president, vice-president, secretary-treasurer, and Dr. Jones currently review the Archie K. Davis

Fellowship applications. The assistant treasurer supports this process by receiving applications, compiling the material, communicating with interested applicants, and helping in other small ways. In addition, he meets the successful applicants and gives them their award check, which the secretary/ treasurer sends to him in advance. This process seems to work well, especially since it gives the assistant treasurer, who works in the North Carolina Collection at UNC, an opportunity to meet with the researchers, discuss their research goals and needs, and, in some cases, schedule an informal presentation on their research interests to Wilson Library staff.

- This committee recommends that the Society's president, vice-president, and one other Society member, preferably a professional historian, continue to review applications and make award decisions. The assistant treasurer can continue to support this process, while continuing many of the duties he currently has, as well as taking on others as the Society's Board sees fit and to which he agrees.
- As for advertising and promotion of the award, these seem to be an aspect of the Society's business about which little needs to be changed. Other than different individuals being involved in the various processes, no major changes are recommended.
- The Committee recommends that the assistant treasurer be authorized to schedule informal presentations by AKD Fellows to staff at Wilson library. In addition, it is desirable to have coffee and/or tea, with a few snacks for attending staff and the speaker. The assistant treasurer would like to have a very small budget with which to purchase material for these events. He feels that no more than \$200 per year would be sufficient.

Book Award

The committee agrees that this aspect of the Society's functions does not need to be altered or amended.

Branding and Iconographic Identity

Dr. Jones has always had a way with words and we couldn't say this any better, so we are including portions from a recent memo he sent to our committee.

"As a rule, the Society should require public recognition in proportion to its dollar-share of support. For example, if a program costs in cash \$20,000 and the NCS provides \$10,000, the North Caroliniana Society should be given equal billing as co-sponsor of the program... the Society's credit should be equal to the proportion of its contribution to the amount of cash required for the project, and it should expect to 'sign off' on public announcements of sponsorship of activities to which it provides funds. Finally, the North Carolina Collection should be requested to find a means of identifying to the public (*and the university leadership*) the Society's assistance. A single example: If NCS funds are devoted to a temporary student assistantship, it could be titled "North Caroliniana Society Assistantship."

In addition, this committee agrees with Dr. Jones in advocating for an "Extreme Makeover" (to borrow a phrase from reality television) of the Society's iconographic identity. Dr. Jones states:

"To assist in publicizing the North Caroliniana Society's role in future programs (whether self-produced or jointly produced), [Dr. Jones] suggests the Society adopt an attractive promotional logotype (symbol, emblem, etc.), *distinctive to the North Caroliniana Society*. It could be as simple as the initials □CS in a rare font and shape. Regardless of whether the distinctive design is patented, it could serve as the Society's official logo on its letterhead and its promotional literature. It could also be required to accompany publicity for programs supported by the Society."

"... I continue to believe that the Society needs to engage a professional designer to suggest more attractive stationery, solicitation materials, and acknowledgments."

[For a full copy of this memorandum, please contact David Bruton or Jason Tomberlin.]

This committee recommends that the Board review Dr. Jones's memorandum and take its suggestions under consideration.

Donor Recognition

Primarily, the committee recommends that the Society encourage the expectation that an annual donation *is* a responsibility of membership. No specific amount should be prescribed, rather each member should give as his/her personal budget and preferences dictate, but each member should acknowledge a responsibility to support financially the work of the Society if they accept membership and endorse its goals and objectives. This expectation should be included when the Society extends a membership invitation as well as annually through communications with members.

The committee recommends recognizing gifts in categories or levels, but not listing specific amounts. For example, a donor at the Silver level might give between \$500-999. The committee defers naming the categories to the Executive Committee, but does recommend against the use of any person's name. The Executive Committee should consider using North Carolina related minerals, such as gold, emerald, etc. The committee further recommends establishing a means to recognize members who donate beyond a determined amount over their lifetime. As an example, a member could be recognized as a "Sustainer" once his or her cumulative gifts total more than \$10,000. Finally, the committee recommends that the Executive Committee monitor the new financial reporting system and consider moving to another system if it does not work effectively.

Endowment Funds and How They Are Spent

Dr. H. G. Jones said for many years that his goal was to get us to \$1 million in endowment funds. Now we are almost at twice that level. The Society should examine what the endowments are for and when they can be spent. The crying needs out there in view of state budget cuts to historical/cultural resources are heartbreaking in a state with North Carolina's grand tradition. Our organization is helping some, but are we doing enough? We need to spend what funds we have wisely in these stringent times. This committee recommends:

- The Society's Board should publish clear purpose and spending statements for the various endowment funds.
- The Board should also maintain awareness of the ever-changing state budget situation, paying particular attention

to cuts that affect programs, departments, and other organizations in which we are interested.

- Within a legally and morally acceptable framework, the Board should maintain flexible spending rules to support our core mission.

Imprints and Other Publications

Another committee is working on this very important aspect of the Society's future.

Membership

This committee recommends that membership be increased. While the new number should be up to the Board's discretion, we feel that an increase to 250 would be beneficial to the Society and helpful to its goals, but still manageable.

We feel that an increase in membership will allow our organization to better "reach across" North Carolina, especially since many members of this committee could easily suggest numerous deserving individuals. A larger membership could help with the increase in special awards we are proposing and allow for a larger fund-raising base. If approved by the Board, we suggest that nominations be accepted from the membership and evaluated by the Board.

National History Day

We believe very strongly in the continuation of National History Day, an important academic program that engages young students in a hands-on discovery of the past and transforms teaching through project-based curriculum and instruction. It benefits more than 1,000 students in North Carolina alone. But with recent cuts to the state budget as well as the loss of funding from the national office of National History Day, National History Day in North Carolina faced an uncertain future.

Given this uncertainty, the North Caroliniana Society generously agreed to become a sponsor of National History Day in North Carolina for the 2011-2012 school year by providing a subsidy of \$10,000. This money will help pay for a variety of costs: the annual affiliation fee that is charged by the national office of NHD; travel costs for staff to talk with teachers and students about History Day; travel costs for staff

to help with district competitions; and the national registration fees for students advancing from the state contest to the national contest in Maryland. The money will also pay for the H. G. Jones Prize for North Carolina History, a special prize sponsored by the Society that is given each year at the state competition. The grant will be managed by the Federation of North Carolina Historical Societies, a Department of Cultural Resources support group that also helps sponsor National History Day in North Carolina.

This committee recommends that the Society should continue to assist the N.C. Department of Cultural Resources as needed for this important endeavor. The Board may decide that a standing committee, chaired by a professional historian, would be the best way to ensure our continued participation.

This committee also recommends that the Board should ensure that the Society receives adequate sponsorship recognition in publicity and other National History Day in North Carolina announcements.

Powell Award

Established by the North Caroliniana Society in 2002, the William Stevens Powell award sought to recognize "a graduating senior in The University of North Carolina at Chapel Hill who is judged to have contributed most to an understanding of the history and traditions of the first state university." Since its establishment, the Society has awarded this honor to four persons: Eric David Johnson (2002), Jonathan Slain (2004), Eve Marie Carson (2008), and most recently Frank O'Hale (2011).

Though the aims of the Society in establishing this award were worthy and the four past recipients were deserving honorees, this particular award has not generated significant interest in the campus community. Therefore, a re-evaluation of the Powell Award should be undertaken by this Society's Board of Directors. The Bruton Committee considers that all options, from revamping to discontinuation, should be on the table for the board's consideration. while we do not now have one particular recommendation, this committee submits the following questions:

- Should the award continue? Does it still have a purpose? John Sanders believes that it should continue, but that several aspects of the selection process should be re-evaluated.]

- Should this award be confined to seniors at UNC, or should it be broadened to include undergraduate and graduate students?
- If the award continues to be given, who should review nominations? Perhaps a standing committee appointed by the Board and led by the Secretary?
- How should nominations be received? May a person self-nominate?
- Who should be responsible for advertising the award? Secretary? Chair of a Powell Award Committee?

Public Schools

On a regular basis, and, indeed, whenever feasible, the North Caroliniana Society should advise, counsel and aid -- however modestly -- teachers, librarians, and administrators who are charged with instructing the state's school children in North Carolina's history, literature, lore, and cultural arts.

It may be advisable for the Society to create and distribute an exemplary basic list for fourth- and eighth-grade teachers recommending books, films, recordings, historical and cultural sites, and websites that may be helpful to them in this regard, and to revisit and revise this list of recommendations from time to time.

Insofar as it is practical for NCS to give counsel, aid, and support to the teachers of North Carolina courses in the elementary and secondary schools, such support is best channeled through the state's Department of Cultural Resources.

This committee recommends the creation of a standing "Public Schools Committee," chaired by a professional historian, to oversee the Society's interest and activities concerning the teaching of North Carolina history, culture, and literature.

Scholar in Residence Program

The committee recommends suspending this program for one year while the Society develops a new process for administering the program. The Executive Committee should appoint a committee to develop the new process and oversee the program. It would be beneficial for a former Scholar in Residence to serve on the program committee and share his/her expertise. A competitive process should be used to select institutions for the program based on an evaluation of submissions made by

interested colleges in response to a request for proposals. The Society should distribute the request for proposals through the North Carolina Community College System and the North Carolina Independent Colleges and Universities Association.

The committee received information suggesting an institution be ineligible for participation in the program if it already offers a North Carolina history course. The committee finds such a criterion counterproductive. If an institution already offers a North Carolina history course, it indicates a level of interest and commitment that makes it more likely that it will expand its course offerings in North Carolina subjects.

Special Awards

The committee proposes that the NCS continue and expand upon the practice of honoring fellow North Carolinians in sessions that are in addition to the annual meeting, such as the Society has done in the past with occasions honoring Elizabeth Vann Moore, W. Dallas Herring, Joseph F. Steelman, William B. Aycock, and Robert and Jessie Rae Scott.

These gatherings would allow the Society to honor more North Carolinians and to meet more often in purposeful fellowship in more locations across the state, without requiring either the expense or effort of the annual meeting. In addition, by holding meetings around the state, our Society better advertises our purpose and function.

This committee recommends that a standing committee be established by the Board to oversee this function. This committee could then work with the appropriate local individuals and organizations to coordinate the special awards ceremonies.

Succession Planning

President Willis Whichard has informed us that he plans to vacate the office of President of the North Caroliniana Society in two years. He suggested that the Future Committee discuss the process of selecting who might fill this important NCS position. We suggest that the NCS should waste no time or energy amending the Articles of Incorporation or Bylaws. Rather we should informally make President Whichard's plans for his NCS service known and begin informal discussions about his

successor. His successor should be someone familiar with the personalities involved in the field and have a measure of professionalism in History. The goal would be to arrive at a consensus by next year's annual meeting so that the person agreed upon could have a year of working closely with President Whichard before his term as President is completed. (President Whichard plans to stay active in the affairs of NCS, and we welcome that prospect.)

Web Resources

This committee recommends that the Society take full advantage of the web-based resources *it* has at its disposal. In particular:

- The www.ncsociety.org site's appearance, functionality, and content should be updated. The Society's current de facto web person is willing to do so.
- The Society's Board of Directors should consider digitally recording the annual and special award ceremonies so that they can be (temporarily) uploaded to a site such as YouTube, which will allow those Society members who did not or could not attend to see and hear the talks. Of course, this would require the permission of the speakers and honorees.
- Since the majority of our members have email addresses and access to an internet connection, we should take advantage of this to send Society-related material by email or by posting online for members to download. While the imprints are an attractive keepsake for even the most "tech savvy" of our members, there is a large portion of the Society's mailings that could be sent in this manner. Material will arrive faster, cheaper, and if posted to the website, will continue to be available for download.
- There are and will continue to be other uses of web-based resources, and the Society's Board of Directors should be attuned to new ways in which these might be leveraged for the good of the organization.
- The Society's Board should also budget appropriate resources for the maintenance and improvement of these resources.

Appendices to Report of the Committee, on the Future of the North Caroliniana Society

Appendix A
(Whichard Charge)

Charge to Committee on the Future of the North Caroliniana Society
By
Willis P. Whichard, President
Friday, August 5, 2011

First, let me thank all of you for being here today and for your willingness to serve on this committee. All of you are busy people, and I am grateful for your willingness to devote time and energy to this endeavor.

It would not be surprising if some of you, and perhaps others, have thought something must be terribly wrong with the Society if the president is appointing a committee to consider its future. Let me assure you that this is not the case. To the best of my knowledge, the Society is doing fine; if that were not the case, I'm confident that some of you would have let me know, and that has not occurred.

Almost all responsible organizations from time to time engage in strategic or long-range planning. This is simply a strategic or long-range planning endeavor. The Society has not formally engaged in such since the committee chaired by former Governor Robert Scott in the late 1990s. If I am recalling correctly, that committee reported in or about the year 2000.

I seriously considered appointing such a committee a year sooner when the Society entered the post-Jones era. Let me define what I mean by that. In the broader sense, the Society will never be in the "post-Jones era." I will certainly consult him regarding every major Society endeavor as long as he is alive and reasonably competent, and I would expect anyone else in a leadership position in the Society to do the same. Indeed, his imprint on the Society) and his legacy with it is so extensive that it is probable that the Society will never truly be in a "post-Jones era." It is inevitably the case, however, that when he ceased to be the Society's secretary for the first time in its history, and stepped aside from being the unpaid *de facto* executive director of the Society on July 1, 2010, the date marked a significant turning point in the Society's history.

After long and careful consideration, however, I concluded that the better course was to give the Society a year in its new situation before undertaking the study in which you will engage. I think the first year in the post-Jones era, as above defined, has largely gone well. That is partly due to the fact that Martin Brinkley and I have had Dr. Jones to call on, which has been all to the good. Even so, I was convinced that after one year in this new era, it was a good time for a careful look at what we do, how we do it, and how we are doing at it.

My charge to you is to take a careful look at all that the Society is doing and to consider whether there are things it should be doing that it is not. You are well aware that the Society fiscal policy has been a very conservative one. Throughout its history it has spent its resources sparingly, choosing instead to build endowments designed to ensure the Society's fiscal soundness in the future. As a result of this philosophy, for, which and for the implementation of which Dr. Jones deserves most of the credit, the Society is in the best financial shape of any of the many non-profit organizations with which I am or have been associated.

The idea behind this approach, however, was to put away funds for a rainy day. Given the current dire fiscal straits of the country and the state, the question inevitably arises as to whether the rainy day has arrived. I thus invite you to examine the question of whether we should be doing more with our income from investments and contributions to promote the history, literature, and culture of the state of North Carolina. Do current conditions call for a cessation, hopefully temporary, in building endowments in order to provide more assistance for worthy organizations whose purpose comports with ours, returning to building the endowments when the economy improves?

I take the view that we are in something more than an ordinary dip in the business cycle, that we are instead in some sort of massive shift which it may take economists and historians 50-75 years to fully understand. There is a regrettable confluence of these events with a shift of political control in the state to forces that wish to reduce government to the fullest extent possible. I believe that is a factual rather than a critical statement, though I am critical of that approach.

Two examples occur to me of entities that we might wish to assist. I know from my experience with other non-profit organizations that the Historical Publications Division of the North Carolina Division of Archives and History hangs by a thin and fragile thread. The North Carolina Historical Review has been published since the early 1920s, and I have found it an immensely useful publication. It survived the Great Depression, but is in real danger today. Is it an example of an entity that the Society perhaps should help sustain through these difficult times rather than see fall by the wayside?

Last month I was elected one of three public members on the Board of Directors of the Federation of State Humanities Councils. More or less simultaneously with my election, one of the plans presented to the United States Congress for dealing with the deficit-debt problem was one that would eliminate all "discretionary" spending. Entities such as the National Endowment for the Humanities and the National Endowment for the Arts would fall in that category. The North Carolina Humanities Council receives some 75% of its funding from the National Endowment for the Humanities. If this funding should be eliminated, should the Society assist the North Carolina Humanities Council in continuing at least some of its significant contributions to the history, literature, and culture of the State?

I offer these simply as examples of entities the Society might want to consider supporting. There are many organizations that promote the history, literature, and culture of North Carolina and that may need help to survive or to continue to do certain things. These decisions ultimately will be for the Society's executive committee and board of directors, but your consideration of the philosophical basis for doing so or declining to do so would be appreciated. I would emphasize that I am not telling you to make any particular recommendations, but I am asking that you consider the topic.

Finally in this regard, I would say that I do not see this as a significant departure from the Society's past. Dr. Jones has been innovative in from time to time suggesting new directions for the Society's support, such as the Scholar in Residence Program and assistance a few years ago with some of the North Carolina Humanities Council's grants. Again, I do not recommend a particular course, but I do ask that you consider the topic.

I remind you that not long ago I asked a committee composed of members with considerable business experience to look at our investment policy. It recommended that we continue with the extant practice, in which most of our investments are with the University's investment fund. You are certainly free to look at this if you wish, but do so with the work of the past committee in mind.

I would also remind you that Dr. Jones is in the process of getting out the last publication the preparation and printing of which he will supervise. I have appointed a committee consisting of Jeffery Crow, Bill Price, Jerry Cashion, and Catherine Bishir to devise the Society's direction in this area in the future. Again, you are welcome to consider this area, but do so with the existence of this committee in mind.

Among the things I hope you will look at is the annual meeting and dinner. Again, for most of the life of the Society Dr. Jones handled this almost alone. This was the first year in which this was not the case. I appointed a committee *for* this purpose. Dana Lacy and Nancy Lilly basically handled it by themselves. It is my impression that from the Society's standpoint, it went well, and that the problems that occurred laid with The Carolina Club. Dana's presence on the committee should be of considerable help in this regard. This is one area at which I hope you will take a serious look.

I invite you to consider whether we should handle the Scholar in Residence Program in a different way. The first year of this program was our best, with Bill Price as the scholar and Peace College as the site. I selected Peace because I knew the administration there and thought it would be easy with which to work. It was indeed, and we had an excellent year. Although the second year at Shaw University was a bit more difficult to implement, ultimately I thought it worked well. I attended Dr. Parker's lecture; it was both quite good and reasonably well attended. In the wake of his presence there I was invited to meet with the honors class at Shaw. Finally, we had a third year with Julian Pleasants at the Sandhills Community College.

I had hoped to move the program to the West for the coming year and have been working with the administration at Montreat College, which does not offer a course in North Carolina history. As of an exchange of emails this week, the acting president is waiting for his history faculty to be back in

place following the summer before attempting to finalize this. It is fair to say that the institution is keenly interested in having us do this for it, but working it out has been somewhat difficult.

It has occurred to me that in the future we might want to advertise the program with the eligible institutions and let interested schools apply for the grant, identifying the scholar to be used, subject to our approval. In any event, I invite your consideration of how we handle this program in the future.

The above are some specifics. I welcome your attention to anything else the Society is doing, as well as anything it is not doing that you believe perhaps it should.

I want you to feel entirely free to be critical of the current leadership and operation of the Society. I considered putting either myself or Martin Brinkley, the Secretary-Treasurer, on the committee. I decided against doing so precisely because I want you to feel perfectly free to be critical of the way we have been doing things and to suggest a better course.

Finally, I want to give a brief history of my role as the Society president and my intentions for the future. When Archie Davis needed to step aside from his role as the Society's president for health reasons, former UNC President William Friday agreed to assume the presidency, but only for a period of two years. Dr. H.G. Jones and Bill Powell, who were then the other officers of the Society, wanted someone to replace President Friday who was willing to undertake the leadership for an extended period of time as Archie had done. For reasons unknown to me, they selected me, and I agreed that I would do it. I indicated at the time, however, that I would not do it longer than Archie had, and his tenure had been eleven years.

About midway in my eleventh year as president of the Society, I had lunch with H.G. and Bill at the 15-501 Diner. I informed them at that time that I was in my eleventh year and thus, we should be thinking of a new president to assume the office at the annual meeting in the spring. H.G. would not hear of it, Bill supported him in that regard, and I yielded to their importunings. I am now in my eighteenth year. It was my thought that I should remain in that capacity for at least two years into the post-Jones era, and we are now in the second year of that era. I am fully prepared to step down at the end of this

year. If you should develop new directions for the Society for which new leadership would be preferable, the election of a new president at the annual meeting next spring would be completely agreeable with me.

With that said, it has occurred to me that there is something to be said for a presidency of two decades, or twenty years. Accordingly, I am entirely willing to stay another year or two years if that comports with the wishes of the board of directors. At the annual meeting in the spring of 2014, however, if the transition has not occurred sooner, I want the Society to elect a new president.

With many organizations a leader would be concerned about an extended period of being a lame duck. I do not worry about that in the least with the Society. I am more concerned that we have a transition that is planned for carefully and thoroughly. When the plan was that I would step into President Friday's place after two years, I was made a vice president of the Society, and there was basically a two and one-half year period of planning and preparing for my presidency. I have always thought the ultimate test of leadership is not so much what we do while we are a trustee of a leadership position, but whether we leave in others both the capacity and the will to carry on when we are gone. I am giving the Society plenty of notice as to my plans in the hope that the preparation for the transition will be thorough and the transition itself will be as smooth as possible.

You are not a search committee, and the decision will ultimately be for the board of directors. It is your task, however, to plan for the Society's future, and its leadership is inevitably an aspect of that. Accordingly, I invite particularly the members of this committee who are also members of the board of directors to begin to give some thought to this subject.

With that, Mr. Chairman, I again thank you and the members of the committee for your willingness to serve in this capacity, and I would be happy to respond to any questions you may have.

Appendix B
("Pruned Heritage Tree")

*Statement of Concerns by Dr. Jeffrey Crow and Dr. Jim Clark,
with input from Margaret Bauer, Marsha Warrn, and Shelley
Crisp*

The interests of the North Caroliniana Society include preserving and sharing the history and culture of the State of North Carolina. Our heritage, like a venerable tree, may be pruned from time to time by economic circumstances as well as political decisions. Among the projects, publications, and programs that the Society values too highly to allow to fall by the wayside even briefly are the following:

National History Day, the *North Carolina Historical Review* and the *North Carolina Literary Review*, the *Colonial Records* and the Civil War Rosters of North Carolina, and new or refreshed exhibits at the North Carolina Museum of History and the separate state historic sites.

Other items include: annual summer institutes for teachers at the Museum of History and the North Carolina Humanities Council; the North Carolina Literary Hall of Fame's biennial induction ceremonies at Weymouth; and the reduction of grant funding options at the state and national levels.

Appendix C
(Lacy; Award Dinners)

I. Annual Awards Dinner and Publications: Suggestions & Ideas

1. Have check off box on invitations on receiving publications of NCS Imprints - saving mailings to those who do not want them. Indicate that those who do not respond will not receive the publication. This includes membership requests if they want one but cannot attend the event. This information should go into a letter to all members of the society along with explanation of expediting unwanted mailings, reducing expenses, and requests for donations. Also requesting recommendations for Sunday Awards events in communities across state - listed under "other ideas" below.
2. Possible cutting cost by adding \$10.00 (subject to expense of publication) per person to the dinner invitation. Attendees must request publication.
3. Provide an online digital publication for those who may prefer to receive via email.
4. Limit printings to a few more than those requested allowing extras for honoree and limited number for Society files.
5. A Publication Committee should be responsible for the actual publication and editing of NCS Imprints.
6. Keep cost of dinner low/reasonable - cash bar for reception and dinner.
7. Choose a meal that includes a vegetarian choice avoiding items that may cause allergic reactions (such as peanuts on a salad).
8. Shop around for best location and price for Awards dinner, keeping in mind parking availability and expense. Suggest we contact Friday Center and Carolina Inn for quotes on dinner event or possibly Chapel Hill Country Club.
9. Ask the "caterer" or club manager what they can offer at no extra charge such as centerpieces, mirrors - votives, etc., which will cut expenses for flowers.

II. Name tags: expediting tags and seating arrangements:

10. Keep updated list of members in computer to pull & print each time they attend an event. (This may include a spouse as well.)
11. Delete members who resign, are deceased, or request not to receive mailings to prevent unwanted mailings.

12. Add list of invitees who are not members as soon as received in a separate list and print all tags as acceptances/checks are received.
13. Put tags in holders as received to expedite last-minute work.
14. Mark the back of tags ahead of time with a color - coded dot with table number for those who have reserved seating.
15. Make certain each table is marked with "RESERVED" and the table number which is easy to see.
16. Allow Honoree special table seating in front of the "stage" so that person and the family can see and hear the remarks.
17. Have officers and those who are making presentations seated at reserved tables next to the "stage" for easy access.
18. Have table for photographers and video equipment also close to "stage" and with access to power outlet.

III. Audio/Visual Equipment

Recommend we hire - contract someone to record and video award's dinner and presentation - possibly a student or Library staff person with audio/visual experience, rather than purchasing our own camera equipment which will become obsolete in a few years. Carolina Club has these capabilities but so does Wilson Library. We discovered the library has some part-time staff, and they are not allowed to work but so many hours. This might make them unavailable for our hiring, but we should ask anyway.

IV. Other ideas for awards other than annual dinner:

19. Increase "Sunday Afternoon" awards with small receptions across state to honor more people without expense of publications and runners.
20. Involve more members in these events to encourage more attendance in their areas of the state by having them nominate honorees they feel should be recognized and serve simple refreshments.
21. Feature teachers and North Carolina historians, preservationists etc. at area events as speakers - such as sponsoring an event at a community college for a larger

attendance, and recognize community leaders who deserve recognition for their various services rendered to the state and its history or their counties and towns.

22. 'Ibis could be expanded slowly by featuring a different area of the state each year depending on who may be nominated. The invitations would be put in newsletters and newspapers and opened to the public in that particular town. These events would increase awareness of the NCS and possibly increase the coffers as well.