

MINUTES OF THE GOVERNING BOARD STRATEGIC PLANNING MEETING OF THE POPULAR CULTURE ASSOCIATION IN INDIANAPOLIS, INDIANA ON FRIDAY AND SATURDAY, JUNE 23-24, 2017

President Phil Simpson called the meeting to order at 9:05 AM. Secretary Carl Sederholm did a roll call of members and verified that a quorum had been attained.

Voting Members Present: Lynn Bartholome, Bruce Drushel, Gary Edgerton, Sam Grogg, Gary Hoppenstand, Michael Johnson, Novotny Lawrence, Sue Matheson, Cynthia Miller, Carl Sederholm, Phil Simpson

Voting Members Absent: Roger Adams, Kathy Merlock Jackson, Jay Nelson

Non-Voting Members Present: Ann Larabee, Peta Long, Mike Marsden (after 3:00 PM)

Non-Voting Members Absent: Joe Hancock, Mike Marsden (absent at roll call, but arrived at 3:00PM), Brendan Riley

Opening Remarks: President Phil Simpson welcomed everyone and thanked them for their work on behalf of the Popular Culture Association. He then turned the meeting over to the Governing Board Chair, Gary Edgerton for an overview of the agenda.

1. Diane Calhoun-French reported on concerns about Wiley's selection process for replacing Kathy Merlock Jackson as editor of the *Journal of American Culture*. She noted that, according to the by-laws, the board works in consultation with Wiley to select an editor. She and the committee request that the board send a letter to Wiley expressing our concerns with the overall selection process. Discussion about concerns with the selection process and about the relationship between Wiley, the board, and the journal editors. Wiley appears to be moving in a direction in which they want to exert more control over the journals. It was decided that Phil Simpson would write a letter stating our concerns about the hiring process and send it to Wiley. If we are not satisfied with the outcome of this communication, we reserve the right to call a meeting with Wiley to discuss further action.

2. Diane Calhoun-French raised the question concerning how the structure of our operations may be less hierarchical than it currently is. Discussion followed concerning revising the bylaws and the responsibilities of committees. Most committees are organized *ad hoc* but should there be some standing committees? Changes to the bylaws should be run by the attorneys. We will review proposed revisions to the bylaws at the October 2017 mid-year meeting in Savannah, Georgia.

3. Small group orientation meetings to prepare for reporting at 10:00.

A. Goal 1: Report by Diane Calhoun-French on the action steps, including frequency of board meetings, creating a master calendar, and clarifying duties of board members and officers. A discussion continued about creating a fact book or a fact sheet for the organization (by the mid-year meeting in Savannah). This book or sheet may include common talking points to

help answer general questions. Could also include the PCA mission statement, list of the conference areas, etc. Discussion continued related to administrative costs and reviewing best practices of similar organizations. Discussion followed concerning frequency of meetings, specifically in terms of the needs of the various committees.

- B. Goal 2: Report by Bruce Drushel. Discussion about impact factor of *JPC* rising by 40%. Discussion about creating a proceedings from among the best papers presented at the national conference. Suggestion for doing an annual themed volume. Discussion about evaluating area chairs.
- C. Goal 3: Report by Michael Johnson. Summary of census of membership. Comment about the finding that a large percentage of the attendees either come once or twice or come six years or more. How do we account for those who do not choose to return more often? Question about the extent to which popular culture is still looked down upon by departments or rank and status committees. Things are improving but there's still a need for things to get even better.
- D. Goal 4: Presentation by Phil Simpson. Importance of being transparent. Include a statement on the bylaws about transparency. No-show problems and how to address them.
- E. Goal 5: Presentation by Michael Johnson. Goal to include diversity training for association leadership. Suggestion to have special issues of journals to focus on underrepresented groups.
- F. Group 6: Presentation by Sue Matheson. Professional development. Mentoring underrepresented groups can tie in with Goal 5. Comments about role of the committee—*ad hoc* or standing committee? Would like to see it become a standing committee. Some plans include gathering syllabi, develop summer programs, improving mentoring opportunities. Suggestion to add a note to the bylaws about posting meeting minutes from organization subcommittees. Discussion about having the committee propose language and standards for workshop panels.
- G. Group 7: Discussion about museums, the motor speedway, and other significant locations in Indianapolis to promote for the 2018 national conference. Question about the status of the PCA logo and working with Wiley. Rollout is expected in January 2018. Discussion about the new ED position and working as a publicist. The new ED should serve, in part, as a public face of the organization. Question about the identity of the organization going forward and what the right mix should be between the scholarly and the popular (e.g. Comicon and other similar organizations).
- H. Group 8: Reported by Mike Marsden at the Saturday session. Enhance PCA and ACA regional and international participation. Discussion about whether or not the board wants to support greater participation between regional / international organizations and the national conference. To what extent do we want to expand? When Phil Simpson goes to the New Zealand conference, he can assess whether it is viable to have the board support participation at international PCA meetings. Do we want to sponsor an international conference that connects with an international partner and runs a good conference? We certainly want strong participation from international scholars. We want partnerships like this to connect a good body of US and international scholars, not just relocate a large number of US scholars overseas. We need to cultivate new opportunities for members and for international scholars. Some discussion about having an international event in Cuba as a means of testing the possibility of having a balanced group of national / international scholars attend a meeting. Cindy Miller will look into some potential contacts in Cuba. Suggestion to create a

subcommittee for international initiatives. Cindy Miller, Sue Matheson, John Bratzel, Mike Marsden, Novotny Lawrence.

Lunch: 12:00PM

Return: 1:30PM

4. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). Discussion led by Gary Edgerton. Building on a similar items from a retreat from 2015. Where do things stand now? How will this lay the groundwork for a new strategic plan? What will the SWOT analysis do to help us identify fundamental issues for PCA? Discussion continued on the topics of each of the four SWOT areas.

The following notes are based on what was written on the planning sheets with some additional items added for clarity or to suggest proposals, clarify questions, and so on. Extensive discussion followed each area added.

Strengths:

Scheduling regionally when needed for financial health. Should we focus on areas where we tend to have the best attendance? What new cities can we target?

Data collection

Increased member involvement / engagement

Value added association—members perceive the value of the conference is worth the expense.

This comes from Michael Johnson's survey—72% suggested it was worth the expenses.

Strong core of members with history of multiple attendance

Documenting our history—this is happening more and more.

Intellectual evolution and growth in the discipline

Diversity of discipline

Legitimation of popular culture, lots of continuing progress.

Weaknesses:

Need to build up the website

No-shows—a perennial problem

Retention, including getting new scholars and independent scholars more involved

Planned fund raising

Housekeeping—i.e. Streamlining and consolidating areas so that chairs or areas aren't in too much competition with each other.

Diversity in overall membership

PCA 101—plan for a newcomers session to introduce the conference and major events, etc.

Need to be more inviting overall—May have lost some of the inviting nature of the conference as we've grown. Have lost some of the social aspect of the conference.

Member participation in organization elections appears to be generally low.

There is also a lack of interest in running for office.

Opportunities:

50th Anniversary of the conference:

2021 Boston conference will focus on the 50th anniversary of the PCA conference. We should plan as many special events as possible to highlight that anniversary. Include an exhibit of historical photographs, etc. Plan to honor original members of the PCA and encourage scholarship that celebrates and defines the field in significant ways. Inform Wiley of our plan for a 50th anniversary celebration. Convene a committee to begin planning these events. Proposed names: Gary Burns, Cindy Miller, Bruce Drushel, Peta Long, Gary Hoppenstand, the future ED. Committee will elect a chair.

Discussion about ways to get members more involved with the organization, including having social opportunities for new members. Encourage area chairs to get more involved with this initiative.

Proposal to create a program committee by Diane Calhoun-French. Involve Jennifer Loeb in this. Committee will also include Pete Long, Bruce Drushel, Lynn Bartholome, Cindy Williams, and Gary Edgerton. Carl Sederholm volunteered to serve as a “conference concierge” to answer frequently asked questions, etc.

Make top scholars more visible. What else can we do besides the Bartholome award?

Threats:

Dwindling institutional support for members to attend the conference.

Public perception for popular culture. Where do we fit in on the continuum of the scholarly and the popular? How do we differ from major gatherings such as Comicon? Need to reaffirm that we are a scholarly organization more than anything else.

Break

Small group meetings.

Meeting adjourned at 5:00 PM.

DAY 2

MINUTES OF THE GOVERNING BOARD STRATEGIC PLANNING MEETING OF THE POPULAR CULTURE ASSOCIATION IN INDIANAPOLIS, INDIANA ON FRIDAY AND SATURDAY, JUNE 23-24, 2017

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Voting Members Absent: Roger Adams, Sam Grogg, Kathy Merlock Jackson, Jay Nelson

Non-Voting Members Present: Ann Larabee, Peta Long, Michael Marsden

Non-Voting Members Absent: Joe Hancock, Brendan Riley

1. Mike Marsden updated the board on the endowment and his current efforts to consider a more conservative model for investing the funds.
2. Review of SWOT analysis from yesterday.
3. Discussion of the Browne award committee—consider ways the awardee can help raise the profile of the organization.
4. Redrafting the Strategic Plan for 2017-2020.
5. Review the 2015-2018 strategic plan—overview of each goal area and discussion of what we've accomplished and what remains to be done.

Extensive discussion and review of goals, what's been completed and what still needs to be done. *See the revised strategic plan on the following pages.*

Popular Culture Association/American Culture Association

2017-2020 Strategic Plan

Goal	Action Steps	Champion	Date To Be Completed
<p>1. Improve the operational and managerial structure of the PCA/ACA</p>	<ul style="list-style-type: none"> • Begin holding a post conference meeting after the town hall meeting at the national conference. • Establish master annual calendar for association activities. • Clarify duties of all officers and board members. • Move forward with evaluation of area chairs. • Produce an association policy manual. • Produce a fact book. • Conduct evaluations of ED positions and the performance of individuals currently serving in them as well as any other paid employees of the association. • Regularize a process and timeline for ED evaluations. • Determine optimum ratio of administrative costs to revenue by reviewing best practices of similar organizations. 	<p>Diane Calhoun-French Kathy Merlock Jackson Phil Simpson</p> <p>Resources Needed: \$5,000</p>	<p>2018</p>
<p>2. Foster continued legitimization of popular culture studies and the PCA/ACA inside and outside the academy</p>	<ul style="list-style-type: none"> • Continue to enhance visibility and quality of awards and to attract and recognize outstanding scholars from Research I institutions. • Record the history of the organization and preserve it in as many platforms as possible under the direction of PCA historian. • Establish a uniform conference paper selection process. • Distribute posters/flyers about the annual conference more widely. • Establish a committee to help recruit 	<p>Bruce Drushel Ann Larabee Roger Adams Carl Sederholm</p> <p>Resources Needed: \$25,000</p>	<p>2019</p>

	<p>high quality speakers.</p> <ul style="list-style-type: none"> • Explore publication of conference proceedings from among best papers selected by area chairs. • Invite award winners to join journal boards, as appropriate. 		
3. Establish the appropriate size and composition of the PCA/ACA	<ul style="list-style-type: none"> • Conduct a member needs assessment • Determine the appropriate percentage of undergraduates, graduate students, professors, practitioners, and non-academic conference participants. • Explore options and provide limited options for non-physical participation in the association's conferences and provide limited options. • Recruit new members in desired categories and numbers. • Reduce the percentage of annual membership churn by 30%. 	<p>Novotny Lawrence Peta Long</p> <p>Resources Needed: \$0</p>	2019
4. Establish Institutional and personal accountability across the PCA/ACA	<ul style="list-style-type: none"> • Establish a regular timeline for board and officer activity reporting. • Create a member handbook. • Encourage broader participation in association elections. 	<p>Lynn Bartholome Gary Hoppenstand Phil Simpson</p> <p>Resources Needed: \$0</p>	2019
5. Foster increased inclusion and distribution of under-represented groups in the association and in leadership positions	<ul style="list-style-type: none"> • Continue to name more awards after women and members of under-represented groups. • Develop a process for recruiting and mentoring members from under-represented groups and establish a leadership academy or other opportunities to nurture and support members from under-represented groups • Provide reasonable accommodations for all conference participants as needed. • Provide diversity training for association leadership. 	<p>Michael Johnson Novotny Lawrence Ann Larabee</p> <p>Resources Needed: \$15,000</p>	2018
6. Establish a robust professional development program for all members	<ul style="list-style-type: none"> • Continue to provide more financial support to early career professionals. • Continue to develop, maintain, and continually expand an archive of teaching materials on the association's website. • Engage with research archives in conference cities as well as the Popular Culture Library at Bowling Green State 	<p>David Feldman Sue Matheson Cynthia Miller Jay Nelson</p> <p>Resources Needed: \$10,000</p>	2019

	<p>University.</p> <ul style="list-style-type: none"> • Develop more summer programs to make between-conference resources more robust. • Create a MOOC or Youtube series to enhance visibility of the conference. 		
7. Establish an enhanced public engagement program for the PCA/ACA	<ul style="list-style-type: none"> • Engage a publicist who would work on enhancing our public profile. • Publicize the history of the association • Develop a speaker's bureau or media contact list. • Document member publications and provide member profiles on the web • Connect with local organizations in conference cities. • Network with non-academic practitioners, particularly in conference cities. • Establish a brand Identity for 2015 and beyond. • Ask each board member to participate in outreach efforts by making public appearances to promote what the association does. 	<p>Cynthia Miller Gary Edgerton Peta Long Help from New Executive Director</p> <p>Resources Needed: \$25,000</p>	2018
8. Enhance PCA and ACA regional and international participation.	<ul style="list-style-type: none"> • Continue to sponsor, through the endowment, travel grants to support broader regional and international participation. • Be attentive to regional diversity among members of the national board • Sponsor PCA panels at other professional organizations. • Determine how to best proceed with hosting and supporting international conferences. • Cultivate new opportunities for members and for international scholars. • Consider the feasibility of holding an international event in Cuba. • Appoint an international liaison who will work with an advisory board. • Investigate the feasibility of a West X Northwest regional conference. • Begin one international and/or one regional initiative each year. 	<p>John Bratzel Michael Marsden</p> <p>Subcommittee for international initiatives:</p> <p>Cynthia Miller Sue Matheson John Bratzel Mike Marsden Novotny Lawrence</p> <p>Resources Needed: \$25,000</p>	2019