LA as Subject STRATEGIC PLAN
2013-2015

Welcome Statement by Executive Committee

LA as Subject began as a research project in 1993. In 2005, its participants resolved to become an independent membership organization with its own Charter. Over the next seven years, LA as Subject members, supported by the University of Southern California Libraries, established a leadership group in its Executive Committee. Since then, Committee members and other participants have dedicated time, assembled resources, and volunteered for workshops, monthly meetings, the annual Archives Bazaar and a new online, interactive website.

A new Executive Committee took the helm in Summer 2011 with renewed energy and creative ideas for the future development of LA as Subject to combine traditional archival goals with new technology, social media, and powerful new communication tools.

The group now seeks to channel these ideas into actions. After thoughtful analysis and member input, the resulting plan will provide direction for the years ahead: to clarify and justify activities which strengthen individual members and the network as a whole; to establish a standard whereby the Executive Committee and Membership will revisit stated goals and objectives; and to assess accomplishments, and establish new ones as necessary.

The LA as Subject Charter lays out our mission, operating procedures and relationship with our members and host institution, while this strategic plan establishes the framework that will help us achieve the mission established in the Charter.

In July 2011, the Executive Committee held a strategic planning retreat to identify possible activities for the organization over the next few years. The Committee supplemented its collective brainstorming with member suggestions. Ideas and recommendations representing a dozen potential directions were also clustered around the Mission Statement. These concepts were distilled into a dozen core "strategic directions."

The Executive Committee presented this strategy to the membership in Fall 2011. The entire LA as Subject membership was surveyed to rank what they saw as the priorities for their own institutions, collections and the organization as a whole. The results were analyzed and the highest priorities were reviewed by the Executive Committee, then further refined into three core strategic directions with supporting activities.

The Strategic Roadmap was created to be a “living document,” meant to be revisited and reassessed every three years. LA as Subject will generate an annual report to serve as a
benchmark of our progress towards achieving the goals outlined in the Strategic Roadmap. It will also inform new and prospective Executive Committee members as to what types of activities they can expect to work on as well as how any member can become more involved.

The Executive Committee, LA as Subject Coordinator, and host University of Southern California Libraries will focus time and resources on these directions and supporting activities on behalf of LA as Subject members and in service of Los Angeles’ historical heritage.

2011/12 LA as Subject Executive Committee:
Kenn Bicknell, Chair
Shelley Gazin (outgoing Executive Committee member 2012)
Florante Peter Ibanez
Rebecca Fenning Marshall
Michael Palmer
Christina Rice (incoming Executive Committee 2012)
Dale Ann Stieber
Liza Posas, LA as Subject Coordinator

About LA as Subject
The L.A. as Subject Archives Forum, known simply as LA as Subject, is a research alliance dedicated to preserving and improving access to the materials that document the rich histories and cultures of Los Angeles. Much of the city’s history is preserved in libraries, museums, and other cultural institutions. Other valuable and unique collections — those that reveal the stories of neighborhoods, families, and influential Angelenos — are scattered across Southern California and beyond, curated by smaller institutions and individual enthusiasts. With an online directory of more than 230 separate collections, L.A. as Subject ensures that researchers know what materials are available, where they are located, and how to access them.

L.A. as Subject’s biggest undertaking is the annual Los Angeles Archives Bazaar, a congregation of members that brings their unique collections together into one place. The event allows scholars, researchers, archivists, librarians, students, and history enthusiasts to browse the broad collections of the alliance’s members.

In addition to the annual Archives Bazaar, members meet every two months to network with others in the profession and share best practices. Held in a different location each time, the bi-monthly meeting enables participants to see how other members’ collections are organized and observe different preservation methods.

L.A. as Subject is an independent member organization. As host institution, the University of Southern California Libraries work with LA as Subject to enrich educational programming, improve the content and accessibility of the directory database, and expand our membership and our use of technology to enhance community outreach.

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**History**

The LA as Subject Archives Forum was originally convened in 1997 by the Getty Research Institute as the LA as Subject Advisory Forum to support the work of its four-year research project, L.A. as Subject (1995–1999). The Advisory Forum produced the landmark print publication *Cultural Inheritance/L.A.: A Directory of Less-Visible Archives and Collections in the Los Angeles Region* (Getty Research Institute, 1999) and simultaneously released a companion online database, both of which provided detailed descriptions of the archives and collections of over 175 regional institutions. The companion online database was transferred to the University of Southern California's Archival Research Center in 2000 and is now updated and published online. The Advisory Forum changed in name in 2004 to the LA as Subject Archives Forum becoming an independent organization with its own Charter and policies.

In August, 2009, the LA as Subject Archives Forum Executive Committee and Dean Catherine Quinlan of the University of Southern California Libraries committed to a continuing relationship, launching a new era of collaboration. L.A. as Subject remains an independent member organization with financial and institutional support from University of Southern California Libraries. The University Libraries have committed substantive resources to shape communications, seek grant funding, produce the annual Los Angeles Archives Bazaar, and assist with technological expertise and fund the professional position for an LA as Subject Coordinator.

**Mission, Goals**

The LA as Subject Archives Forum is an association of institutions archivists, artists, librarians, local leaders, and researchers dedicated to improving the visibility, access, and preservation of archives and collections documenting the rich history of the Los Angeles region. The Forum seeks to articulate the challenges posed by the large and complex subject of “Los Angeles,” broadly defined, with its diverse languages, peoples, neighborhoods, geography, institutions, environments, cultures, and histories. The Forum provides opportunities for networking among all our members and with the larger public, on the major issues affecting archives and collections pertaining to Los Angeles.

The Forum pursues the following goals:

1. Improve visibility of and access to archives with Los Angeles-focused collections through such activities as publishing collection information via its online LA as Subject database and website;

2. Promote services to archives with LA-focused collections on such issues as preservation, documentation, exhibition, fund-raising, and public outreach;

3. Advocate for the interests of archives with LA-focused collections through outreach to professional and educational organizations whose activities affect the well-being of member archives;

4. Expand research on Los Angeles by encouraging researchers of all backgrounds to use member archives, and by helping to develop new collections.
The mission and goals above are excerpted from the LA as Subject Charter, which is available in its entirety at our website.

**Strategic Plan**

**Strategic Direction #1: LA as Subject will develop resources and foster collaborative projects of value for members to share and promote their collections and historical knowledge online.**

Archivists and our potential users live in an increasingly visual online environment. With the support of University of Southern California Libraries, LA as Subject will develop sophisticated tools for exhibition and promotion online at its website and with other partners. Organized under the LA as Subject name, these collaborative endeavors will strengthen our shared mission and unify our diverse group of unique, independent archives and services.

**SUPPORTING ACTIVITIES:**

- Investigate the value of producing signature materials such as electronic postcards, LA as Subject “icons” for member institutions websites, a standardized email signature, and publishing regular newsletters and annual reports.

- Explore the viability of a series of online exhibits featuring content from member collections, and assess the feasibility of having LA as Subject website host this content or prominently feature and link to it.

- Consider developing an LA as Subject video channel that features an array of creative, engaging short videos for promotion of members and their collections, “how to” training on all things archival, and playlists of Los Angeles-oriented aggregated content from other sources.

- Conduct a comprehensive review of the LA as Subject Membership Directory so that members’ profiles reflect their collections and assets; provide up-to-date information; and describe types of content in order that more effective discovery tools can be designed.

- Work with the USC web team and LA as Subject members to explore development, production and distribution of mobile applications(s) that provide direct access to news, events, and collection highlights related to Los Angeles history.

- Analyze what makes the LA as Subject/KCET Blog partnership successful to identify needs and desires in future collaborations.

- Explore opportunities for pooling resources and building shared digital archives for those members that do not have or cannot support their own digital repositories.

**#2: LA as Subject will focus on building relationships with information seekers, research communities and regional groups.**
We want to make it easier for scholarly researchers, students, and the public to learn more about Los Angeles, the region, its culture and history. LA as Subject members’ collections and research members offer an extraordinary array of resources. An active effort to provide diverse ways to experience historical resources will strengthen the bond between those who preserve historical resources, the users and the community at large.

SUPPORTING ACTIVITIES

- Explore innovative partnerships—in particular with local colleges and universities, content creators and community affinity groups focused on Southern California—that aim to provide an engaging user experience.

- Create participatory experiences that bring people together --such as walking tours and scavenger hunts that enable people to engage with the City of Los Angeles as a place, or food and cultural events -- as a means to connect with users; and, of course, continue to offer the annual Archives Bazaar as a gathering place for members and the public.

- Explore the viability of using existing tools such as virtual union catalogs and federated searching technologies that exist statewide and nationally for libraries and archives—that can search holdings across institutions to expose our members’ collections and resources that are currently difficult to locate.

- Assess the potential for an online LA as Subject Research Portal modeled on partnerships such as History Pin, the California Digital Library’s Calisphere or Online Archive of California, Pasadena History Project, or another historical portal endeavor.

- Organize and present a “Los Angeles Summit,” a scholarly event whereby LA as Subject takes a lead role in bringing together other entities that study and celebrate the Los Angeles Region to determine what is needed and desired to preserve the history of the area and keep it relevant. Such an event would bring together groups such as Loyola Marymount University Center for the Study of Los Angeles, the City of Los Angeles’ “Survey L.A.,” the Los Angeles Heritage Alliance, the Huntington-USC Institute on California and the West, and The Los Angeles Region Planning History Group.

*#3: LA as Subject will build membership and facilitate member participation by expanding the LA as Subject infrastructure and programs beyond bi-monthly meetings.*

LA as Subject provides its members with opportunities for professional development, networking with peers, and sharing resources. This is not a static organization but a dynamic one, whereby LA as Subject Members build and promote their collections and LA as Subject through our shared mission and organization. LA as Subject is fortunate to have a host institution with our partner USC that provides a base for independent individuals and institutions to work together to preserve and bring forth Los Angeles history for its community. However, LA as Subject’s greatest strength is in its membership.

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SUPPORTING ACTIVITIES

- Examine and analyze our current membership “profile” / demographics. Develop protocols for recruiting new members and keeping members active.

- Encourage member participation at different levels and establish a network of liaisons such as affinity groups whether by geographic region or interest.

- Investigate other ways we can look at membership and participation to identify how to strengthen LA as Subject as a “well-rounded” network.

- Develop and launch preservation workshops that address all areas of archival concern – acquisition, assessment, description and care of materials.

- Create a plan for learning activities at bi-monthly meetings as well as stand-alone workshops.

- Develop ongoing needs assessment to determine what programs are the most relevant to the most members and create a plan for educational programming series/resources.

- Continue to host the annual Archives Bazaar and develop other forums that promote the individual members, their collections and commitment to Los Angeles history.

Activities/Benefits of Membership

- Inclusion in the LA as Subject Directory for Archives Members
- Eligibility to participate as an exhibitor in the annual Archives Bazaar
- Eligibility to participate in LA as Subject collaborative and grant-funded projects
- Access to 230+ institutions and individuals in the LA as Subject network
- Subscription to “LA as Subject Bulletin” monthly newsletter for LAAS members only from LA as Subject committee members

Membership

Eligibility: Membership in the Forum is open to any public or private institution, organization, or individual committed to identifying, preserving, and disseminating the primary records of the cultural, economic, ethnic, political, and social history of the Los Angeles region.

Members may vote on proposals, list their collections in the online directory of archives, receive news through the LA as Subject listserv, promote their home institution’s upcoming events, attend regular meetings, and take advantage of the many opportunities to network within the region’s archival community.

Types of Memberships

(1) Institutions, organizations, and individuals owning, holding, or administering primary records of the history of the Los Angeles region are classed as “Archive Members.” Archive Members are institutions, organizations, or individuals that hold, produce and/or preserve materials about the Los Angeles region, and provide researchers reasonable access to these materials. Independent units of larger
entities (e.g., the Special Collections Department, Map Library, and Business School Archive of the same university) are each eligible for a separate membership, with separate profiles in the Membership Database and Resource Directory, provided they are separately administered and distinct in collection scope. Archive Members have full access to the Members website to maintain their profile, participate in Forums, announce events, and attend functions and meetings.

(2) Institutions, organizations, and individuals not owning, holding, or administering such primary records are classed as “Research Members. “Research Members do NOT hold or preserve materials but support and promote the mission of LA as Subject, either as independent archivists, librarians, or curators; community activists; historians; researchers; or teachers. Researcher Members are listed in the LA as Subject Membership Database. Research Members have access to the Members website to participate in Forums, announce events, and attend functions and meetings.

(3) Students—K-12, undergraduate, or graduate—in historical studies or archives management are encouraged to form student chapters of LA as Subject to further develop their research and professional interests, and support local archives and historical research. Student Chapter Members do NOT hold nor preserve materials but support and promote the mission of LA as Subject. Student Chapter Members are listed in the LA as Subject Membership Database, and have access to the Members website to participate in Forums, announce events, and attend functions and meetings.

How to become a member
A prospective member submits an application form to the Forum Coordinator. The Coordinator presents new applicants to the full Executive Committee for approval. Please visit online to apply.

Contact information
For more information about LA as Subject, visit www.laassubject.org or contact LA as Subject Coordinator, Liza Posas at posas@usc.edu.

Roster of LA as Subject Archive Members*
A.K. Smiley Public Library
Academy of Motion Picture Arts and Sciences, Academy Film Archive
Academy of Motion Picture Arts and Sciences, Margaret Herrick Library
All the Saints of the City of the Angels
American Indian Resource Center, County of Los Angeles Public Library
Andrew Schwartz
Angeles National Forest
Angels Gate Cultural Center
Antelope Valley Indian Museum State Historic Park
Arab American Historical Foundation

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Arboretum of Los Angeles County, Historical Section Archives
Arcadia Historical Museum, Ruth and Charles Gilb
Arcadia Public Library, Arcadia History Collection
Archdiocese of Los Angeles Archival Center
Armenian Numismatic Society
Armory Center for the Arts
Art Center College of Design, James Lemont Fogg Memorial Library
Asian Pacific Community Fund
Asian Pacific Resource Center, County of Los Angeles Public Library
Automobile Club of Southern California
Autry Library, Autry National Center
Ayn Rand Archives
Azusa Pacific University
Azusa Pacific University, Hugh and Hazel Darling Graduate Library, Mrs. Irving Stone’s Special Collections Room
Baha’i Center, Los Angeles
Baldwin Park Historical Society
Barnsdall Art Center
The Baseball Reliquary, Inc.
Beverly Hills Historical Society
Beverly Hills Public Library Historical Collection
Beyond Baroque Literary/Arts Center
Bison Archives
Black Photographers of California
Black Resource Center, AC Bilbrew Library, County of Los Angeles Public Library
Black Surfing Association
Bolton Hall Museum, Little Landers Historical Society
Boyle Heights Historical Society
Boyle Heights Paranormal Project
Braun Research Library, Autry National Center
Brea Historical Society
Burbank Records Center
C. G. Jung Institute of Los Angeles, Max and Lore Zeller Library
Cal Poly Pomona, University Library Special Collections
California African American Museum
California Council for the Humanities
California Historical Society
California Institute of the Arts
California Science Center
California State Archives
California State University Channel Islands
California State University Fullerton Archives and Special Collections
California State University Fullerton Archives and Special Collections
California State University San Bernardino, John M. Pfau Library-Latino Baseball History Project
California State University, Channel Islands, Robert J. Lagomarsino Archives
California State University, Dominguez Hills. Archives and Special Collections
California State University, Long Beach
California State University, Long Beach, University Art Museum
California State University, Northridge, Delmar T. Oviatt Library, Urban Archives Center
California State University, Northridge, Department of Geography, California Geographical Survey
California State University, Northridge, Department of History
California State University, Northridge, Department of Journalism, Center for Photojournalism
California State University, Northridge, Geography Map Library
California State University, Northridge, University Library, Special Collections
California State University, Northridge, University Library, University Archives
Californiana - County of Los Angeles Public Library
Cal-Pac United Methodist Commission on Archives and History
Canoga-Owensmouth Historical Society
Catalina Island Museum Society, Inc.
Center for Oral and Public History/California State University, Fullerton
Center for the Study of Latino Health and Culture - David Geffen School of Medicine - UCLA
Center for the Study of Political Graphics
Center for Visual Music
Changing Boundaries: Simon Burrows Map Collection
Chapman University, Leatherby Libraries
Children's Hospital Los Angeles Lillian Fellows Memorial Archive
Chinese Historical Society of Southern California
Citrus College Library
City of Commerce Public Library
Claremont Colleges, Honnold/Mudd Library, Special Collections
Classic American Photos Inc. - Archives
Cold Tofu
Community Arts Resources, Inc. (CARS)
County of Los Angeles Public Library, East Los Angeles Library, Chicano Resource Center
Craft and Folk Art Museum Archives
Craft and Folk Art Museum Edith R. Wyle Research Library Collection
CSUN Archives
Culver City Historical Society
Curating Los Angeles
Dan Kwong
Daniel T. Muñoz
David Boulé - The Orange & the Myth of California
Debbie Martinez Collection
Delmar Watson Photographic Archives, Inc.
Denison Library on the Scripps College Campus, Special Collections
Downey City Library
Downey Historical Society
The Drucker Institute
Duarte Historical Museum
Eagle Rock Valley Historical Society
East Los Streetscapers

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Ebell of Los Angeles
Educational Communications
El Pueblo de Los Angeles Historical Monument
Eriberto
Esotouric
Evangelical Lutheran Church in America, Region 2 Archives
FIDM Museum at the Fashion Institute of Design & Merchandising
Filipino American Library (FAL)
First Street Gallery Art Center
First Unitarian Church of Los Angeles
Fischinger Archive
Forest Lawn Museum
Friends of Greystone
Gary Watkins Collection
Getty Research Institute, Research Library
Glendale Community College
Glendale Public Library, Special Collections
Great Leap, Inc.
Griffith Park Archives
Group LA 2008, An Intimate View of Los Angeles
Harvard-Westlake School
The High School Archives of Loyola
Highland Park Heritage Trust
Hirokazu Kosaka
Historic Highland Park Neighborhood Council
Historical Society of Long Beach
Historical Society of the Crescenta Valley
Hollywood Bowl Museum
Hollywood Heritage, Inc.
Hugh M. Hefner Moving Image Archive
Huntington Hospital
Huntington Library, Art Collections and Botanical Gardens
Huntington Park High School Alumni
Huntington Park High School Alumni Association
I Am Los Angeles
Immanuel Presbyterian Church
Inner-City Arts
Institute for the Study of Homelessness and Poverty
International Child Art Collection
Irene Fertik
Irwindale Public Library
Italian Oral History Institute
Japan Cinex, Inc.
Japanese American Cultural and Community Center
Japanese American National Museum
Jewish Community Library of Los Angeles, Peter M. Kahn Memorial
Jewish Home for the Aging
John Spoor Broome Library at California State University Channel Islands
Jonathan Heritage Foundation Archives, The Jonathan Club
The Judson Studios
June L. Mazer Lesbian Collection
Kathryn Tubbs
KCET-TV
Korean American Museum
Korean Youth Community Center (KYCC)
LA City --Bureau of Sanitation
La Puente Valley Historical Society
La Senora Research Institute
LA84 Foundation - Sports Library
Lanterman House
Latino Museum of History, Art and Culture
Lawrence J. Siems
Life Pacific College
Linear Cycle Productions
Little Tokyo Historical Society
Lomita Railroad Museum
Long Beach City College, Liberal Arts Campus Library
Long Beach Collection, Long Beach Public Library
Long Beach Museum of Art
Los Angeles City Archives
Los Angeles City Historical Society
Los Angeles Contemporary Exhibitions
Los Angeles County Arboretum & Botanic Garden
Los Angeles County Arts Commission
Los Angeles County Commission on Human Relations
Los Angeles County Metropolitan Transportation Authority Library & Archive
Los Angeles County Museum of Art Archives
Los Angeles County Museum of Art, Doris Stein Research Center for Costumes and Textiles
Los Angeles County Museum of Art, Mr. & Mrs. Allan C. Balch Research Library
Los Angeles County Museum of Art, Photography Department
Los Angeles Harbor Department Historical Archives
Los Angeles History Slugs
Los Angeles Maritime Museum Research Library
Los Angeles Philharmonic Archives
Los Angeles Police Historical Society
Los Angeles Poverty Department
Los Angeles Public Library, Art, Music & Recreation / Rare Books Department
Los Angeles Public Library, History and Genealogy Department
Los Angeles Public Library, Photograph Collections
Los Angeles Railroad Heritage Foundation (LARHF)
Los Angeles Unified School District, Art and Artifact Collection/Archives
Los Angeles Zoo Library Archival Collection

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Los Angeles, Cultural Affairs Department, Los Angeles Cultural Heritage Commission
Los Angeles, Department of Recreation and Parks, Hollywood Museum Collection
Los Encinos State Historical Park
Loyola Marymount University, Dept. of Archives & Special Collections, William H. Hannon Library
MacDonald & Associates
Marlborough School
Marymount High School - Los Angeles
Maryvale
Mayme A. Clayton Library & Museum, Inc.
McGroarty Art Center Friends
Mission Inn Foundation & Museum
Motion Picture and Television Photo Archive
The Motorsports Education Foundation a non-profit society
Mount St. Mary’s College
Museum of Contemporary Art
Museum of the San Fernando Valley
National Archives at Riverside
National Latino Communications Center
Natural History Museum of Los Angeles County, Museum Archives
Natural History Museum of Los Angeles County, Seaver Center for Western History Research
Norton Simon Museum
O’Brien Turner Collection
Old Spanish Trail Association
ONE National Gay & Lesbian Archives
Orange County Archives
Orange Empire Railway Museum
Outfest: The Los Angeles Gay & Lesbian Film Festival
Pacific Palisades Historical Society
Paley Center for Media
Palos Verdes Library District
Pasadena Museum of History
Pasadena, Planning and Permitting Department, Pasadena Design and Historic Preservation Section
Patrick Griffin
Pepperdine University Special Collections and University Archives
Performing Tree, Inc.
Petersen Automotive Museum
Philosophical Research Society
Pico Rivera Historical Society & Museum
Pierce College, Kathleen Beachy Memorial Library
Plaza de la Raza Cultural Center for the Arts and Education
Pomona Public Library, Special Collections
Port of Los Angeles
Pre-1920 Los Angeles Tourism
Public Utilities History Center
Rancho Los Alamitos Foundation

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Rancho Los Cerritos Historic Site
Riverside Municipal Museum
The Robert S. Birchard Collection
Robert Mendel Collection
Ronald Reagan Presidential Library
The Salvation Army Museum of the West
San Pedro Bay Historical Society
Santa Monica Cultural Affairs Division
Santa Monica Historical Society Museum
Santa Monica Mountains National Recreation Area
Santa Monica Public Library
Self-Help Graphics and Art, Inc.
Sephardic Temple Tifereth Israel
Shelley Gazin Photography
Side Street Projects
Sierra Madre Historical Archives
Sisters of Social Service
Sisters of St. Louis
Skirball Cultural Center
Smithsonian Institution, Archives of American Art, West Coast Regional Center
Social and Public Art Resource Center (SPARC)
Society of Architectural Historians/Southern California Chapter (SAH/SCC)
Society of California Archivists
South Pasadena Public Library, South Pasadena Historical Archives
Southern California Genealogical Society
Southern California Library for Social Studies and Research
Special Collections Department, Occidental College Library
St. Vincent Medical Center Historical Conservancy
St. Vincent's, Santa Barbara
Studio for Southern California History
Theodore Payne Foundation for Wild Flowers and Native Plants, Inc.
Thomas E. Leavey Archives
Topanga Historical Society
Travel Town Museum
UCLA Ethnomusicology Archive
United Latinos for the Arts-Los Angeles (ULA LA)
United States Geological Survey, Pasadena Field Office
United Way of Greater Los Angeles
University of California, Irvine Libraries Special Collections and Archives
University of California, Los Angeles, Asian American Studies Center
University of California, Los Angeles, Chicano Studies Research Center Library and Archive
University of California, Los Angeles, Film and Television Archive
University of California, Los Angeles, Geography Air Photo Archives
University of California, Los Angeles, Grunwald Center for the Graphic Arts
University of California, Los Angeles, Institute for Social Science Research, Social Science Data Ar
University of California, Los Angeles, William Andrews Clark Memorial Library
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