



# CONFERENCE HANDBOOK

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[DRAFT FOR REVIEW 7/82]

July 1, 1982

TO: National Executive Board  
FROM: Abdul Alkalimat  
RE: National Conference Handbook

Attached find the draft of a National Conference Handbook mandated at our July 1981 meeting. It is a summation of our work for the 6th Conference and sets the basis for a clear policy on key issues. I am proposing that we critically review, revise, and adopt this as our official handbook.

Each member of the NCBS Board is receiving a copy of this report so that it can be properly studied prior to the meeting. There are several key considerations:

1. setting up separate program and host committees
2. selecting sites for 1983, 1984, and 1985 meetings for a 3 year planning cycle
3. changing venue of July meeting

This report is being submitted to establish a solid organizational basis for clearly stated policy. NCBS can give leadership to other organizations in need of this report, and by so doing we can emerge as the major Black Studies organization of the 1980's.

NOTE: The documentary materials will be available for review at our Board meeting.

DRAFT

National Conference Handbook

1982

National Council for Black Studies

## PREFACE

NCBS was formed in 1976. Since then one of its major activities has been a national conference, although no comprehensive policy had been developed to standardize such activity. During the planning of the 6th Annual Conference (1981) a proposal was adopted by the NCBS Board to mandate the staff of the 6th National Conference to sum up their experiences in the form of a handbook for adoption by the national body. This document is the result of our work.

## CONFERENCE HANDBOOK OUTLINE

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4. Host Institution
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##### (b) Methods of Work

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##### (a) Summer Board Meeting

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B. Program Committee

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4. Promoting the Conference
  - (a) Using the Mails
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5. Structure of the Conference
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C. National Conference Host Committee

1. Host Institution
2. Finances
3. Fund Raising
4. Hotel
5. Conference Registration
6. Sessions
7. Market
8. Banquet
9. Cultural Program
10. Mobilization
11. Public Relations
12. Printing
13. Media
14. Local History Tour

D. Awards Committee

1. National Awards
2. Local Awards
3. Student Awards

E. The Program

1. Editorial
2. Advertising
3. Production

F. University of Study and Struggle

1. Recruitment
2. Curriculum
3. Matriculation

G. Documentation

1. Video
2. Tape
3. Slides

H. Selected Documentary Material\*

1. Basic NCBS Documents

- (a) Constitution (1976)
- (b) Membership form (1981-82)

2. Proposal for the 6th Annual NCBS National Conference ( ) 9 pages

3. 6th Conference Bulletins

- (a) Number 1 October 15, 1981
- (b) Number 2 November 5, 1981
- (c) Number 3 December 10, 1981
- (d) Number 4 January 20, 1982
- (e) Number 5 February 15, 1982

4. Correspondence with Potential Conference Participants

- (a) Call for papers
- (b) Letter to acknowledge receipt of abstract
- (c) Letter of acceptance
- (d) Letter of non-acceptance
- (e) Letter on two abstracts
- (f) Letter of logistical information (2/17/82)
- (g) Letter on conference banquet
- (h) Letter to session chairperson
- (i) Letter to session discussant

5. Publicity Related Material

- (a) List of contracts
- (b) Timetable for publicity
- (c) General press release
- (d) Public service announcement for radio (20 seconds)
- (e) General press release
- (f) General print media ad
- (g) Banquet press release
- (h) Memo on talk show
- (i) General press release

6. Chicago Host Committee News
  - (a) Announcement of January 9th meeting
  - (b) January 27, 1982
  - (c) February 9, 1982
7. Hotel
  - (a) Letters from Chicago Convention and Tourism Bureau
  - (b) Booking confirmation agreement with hotel
8. Conference Registration Form
9. Banquet Committee
  - (a) List of committee responsibilities
  - (b) Letter of invitation to banquet
  - (c) Awards banquet program
10. Cultural Program Committee
  - (a) Artists directory (for future bookings at campuses throughout the country)
  - (b) Flyer announcement
11. Market and Advertisements
  - (a) Letter to potential exhibitors
  - (b) Second letter to exhibitors
  - (c) Official exhibit contract
  - (d) Letter for ads
  - (e) Letter for ad payment
  - (f) Fundraising letter to Black businesses
12. Local Black History
  - (a) Minutes of sub-committee
  - (b) Preliminary list
  - (c) Black History Tour program
13. Awards
  - (a) Letter to ICBS on National Awards
  - (b) Report of National Awards Committee
  - (c) National Awards letter
  - (d) Local Award certificate
  - (e) Student Award certificate



14. Black University of Study and Struggle

- (a) Application form
- (b) Guide
- (c) Schedule
- (d) Draft resolution for Student Caucus
- (e) Award certificate

\*The documentary materials will be available for review at our Board meeting.

## CONFERENCE HANDBOOK

### SECTION A. The General Orientation.

This is a handbook developed for the purpose of contributing to the establishment of a permanent set of guidelines for future NCBS conferences. After six years of experimentation, the National Board of NCBS is consolidating a definite approach to its National Conference because the National Conference is the most important organizational activity and therefore its quality is of great importance.

This handbook is composed of seven sections. Each of these sections will include a general description of what is involved, detailed guidelines for how to carry out the work, and, finally, a set of documents from the Sixth National Conference to serve as examples of the paperwork involved. It is hoped that this handbook will not only be of great use to Black Studies professionals in the National Council for Black Studies but also to fraternal organizations in and out of the Black Studies movement. Since this handbook is a working document, all contributions toward revising it and making it a better document are welcome.

1. NCBS: Who are we? What is our constituency?

A. NCBS: The National Council for Black Studies is a legally established professional organization with federal non-profit tax status. It has a constitution and official board minutes which constitute its policy. It has a National Board and officers as well as an affiliated regional and state structure.

1. General. The National Council for Black Studies is a professional organization in which there are various types of memberships. The key type of membership is the individual membership of full participants in NCBS. People holding individual memberships (faculty or student) are the primary participants in the organization and it is this group of people that constitutes the immediate constituency of NCBS. In addition there are institutional memberships for Black Studies programs (or related units) who affiliate themselves with NCBS as an institutional unit. (See relevant sections of NCBS constitution.)

2. National officers. The National Board is a regularly elected board consisting of Black Studies professionals who represent regions or are at large members. They serve for terms of two years. The national officers are Chairperson, Vice Chairperson/Chairperson-Elect, and Secretary. Each of these posts last two years, with the Vice Chairperson rising to the position of Chairperson at the first two-year interval. The day to day affairs of the organization are managed by an Executive Director whose office constitutes the permanent administrative center of the organization. The Executive Director serves at the pleasure of the Board, and therefore is evaluated periodically by that same body. It is the National Board, led by its officers, who constitute the policy making body in the organization

while the Executive Director is primarily responsible for implementing policy made by this body. This includes the National Conference.

3. Program Committee. The National Program Committee is a body empowered to design and carry out the program of each National Conference. The Chairperson of the National Program Committee is always the National Chair of NCBS. Members are appointed by the Chairperson and the National Board votes to accept or reject them. The Program Committee should represent the geographic and intellectual diversity of the Black Studies movement. The Committee can be appointed for a two-year term or members can have staggered terms or each year can have a completely different committee. Members of the Program Committee will be publicly recognized and therefore the collective excellence status they represent is designed to be a great asset to attract first rate scholars and activists to our annual conference each year.

4. Host Institution. Each conference will be hosted by a specific institution, or, in some special cases, a state organization or consortia of institutions that previously existed and/or was put together for the purposes of hosting an NCBS conference. A Host Institution will consist of the immediate contact that NCBS has with the institution, but the achieving of Host Institution status will also require that a Chief Administrator of that institution deposit an official letter with the leadership of the organization officially committing the institution to the responsibility of hosting or serving as Host Institution.

5. Host Committee. In the area where the conference is to be held not only will the Host Institution play a role in the Host Committee but an expanding set of institutions within the Black community and throughout

the region as a whole will be asked to play a role. These institutions will include both academic and nonacademic institutions, and will more broadly represent Black leadership and interest groups who can be recruited to play some role in assisting with the host functions involved in the NCBS National Conference.

In sum, each year our conference has an immediate NCBS constituency: our individual memberships and member institutions; our National Board and officers; and then the specific committees set up for the purpose of holding the National conference i.e., Program Committee, Host Institution and Host Committee. These are the elements of our most immediate identity.

B. Related Professional Activity. Virtually every academic profession and service related profession either has a historically developed Black counterpart and/or internal Black caucus (or Third World or minority caucus). Therefore, in addition to the main constituency of NCBS, on a professional level, there are two other main groups. Several professional organizations have been historically developed by Black intellectuals, for example, College Language Association, Association of Social and Behavioral Scientists, Association for the Study of Afro-American Life and History, and others. This is also true among service professionals, for example, Association of Black Social Workers, National Bar Association and National Medical Association, to name a few. In addition, there are Black caucuses within the mainstream academic professions. For example, in sociology, the Association of Black Sociologists has its meeting at the same time as the American Sociological Association and therefore functions like a caucus though it has the organizational structure of an independent organization. The same is true for the Association of Black Anthropologists. However, in

the Modern Language Association there is a minority caucus, as well as in other such groups as the Popular Culture Association and the Society for Research and Child Development. The common theme here is Black people who as professionals engage in scholarly research and teaching and/or in service activity in the Black community. While these people are primarily active in professional organizations other than NCBS, they nevertheless constitute the extended constituency with whom NCBS is attempting to establish positive relationships. We encourage their participation in our national conference.

C. Black Studies Related Journals. As a previous publication has indicated (Guide to Scholarly Journals in Black Studies: Chicago Center of Afro-American Research and Studies, 1982), a very definite scholarly literature exists for Black Studies. While NCBS at this time does not have a formal relationship with any of the journals, these journals nevertheless constitute the professional periodical literature for our work. It is in these journals that Black intellectual tradition and Black Studies academic productivity is most likely to be found in published article form. NCBS is increasingly institutionalizing a reciprocal relationship with these journals so that we expect the journals to promote our activities while at the same time we promote them as being a necessary part of our productive professional lives.

D. Black Studies in the Black Community. There are many aspects of the Black community that are not formally tied to higher education but nevertheless constitute Black Studies. These types of organizational forms exist on a national basis and within each community, as we're fundamentally dealing with people who engage in the production, distribution and

consumption of knowledge about the Black experience and people who consciously use such knowledge in order to work for concrete changes and improvements in the life of the Black community overall. That is, in the Black community we're concerned with scholars and with scholar activists. This leads to the generalization that, for each national conference, NCBS will make a concerted effort on a national, regional and local level to involve intellectual-activists mainly working in the context of the Black Liberation Movement. The examples at a national level include the more traditional civil rights organizations like the Urban League and the NAACP; to the organizations related to the church like PUSH and SCLC; to organizations in the more militant wing of the Black Liberation Movement like the National Black Independent Political Party and the National Black United Front. Of course, attention should always be paid to people active in electoral politics and the Trade Union Movement.

E. Building Unity. While the primary task of NCBS is to organize and serve its immediate constituency, it is also true that NCBS seeks to build unity with other groups engaged in similar or related work. There are many examples of this. Most importantly, Black Studies has a fraternal relationship with other newly formed academic areas of work. Specifically, two national examples are: Latino Studies (Puerto Rican, Chicano, etc.) and Women Studies. Both of these are newly created units that have concerns in budgetary and political matters parallel to the concerns of NCBS. Also, there's a need to build unity in such a way that Black Studies interacts with scholars and activists in the Caribbean, throughout Latin America, in Canada and in Africa. The point here is to link up those organizations similar to NCBS that deal with African peoples throughout the Diaspora.



Last, it is important to recognize that there are people who use the scholarly and political approach to the Afro-American experience throughout the world, including Asia, Europe and Latin America. Another unity building task of NCBS is to reach out to these research centers, publishing houses, journals and organizations to establish fraternal ties. In sum, building unity has no boundaries other than the political, ideological and scholarly boundaries that define the relationship that any group or individual has with Black people and the Black Studies movement. To the extent that there is a sharing of aims and goals, and to the extent that there is mutual agreement that working together would be of mutual benefit, unity should be one of the major values upheld in everything that we do.

2. Plans of Action. The National Conference is the major activity of NCBS and therefore requires the greatest attention and care in planning. We should plan on a three-year cycle so that we will be able to maximize local and national resources to maintain a high standard of excellence in all the activities that we carry out, especially the Annual National Conference. In order to carry out these plans it is necessary to be clear on our objectives and our methods.

A. Objectives.

1. To conduct an annual spring national conference as the major professional meeting of Black intellectuals.
2. To conduct the conference in such a way as to build unity between the Black Studies movement and the Black Liberation movement.
3. To carry out a national conference based on the full democratic involvement of all sectors of the Black Studies movement, including attention paid to the full participation of Black women, the full participation of Black Studies professionals in all regions of the country, and the full participation of students.



B. Methods of Work.

1. Our work will be conducted using the committee approach.
2. All conferences will be carried out on the basis of cooperative mutual decision making on a national and local level.
3. In matters of finance, NCBS will practice self-reliance to the greatest extent possible.
4. NCBS maintains an open and democratic posture toward people who hold different ideological views and welcomes all elements working for academic excellence and social responsibility in improving the conditions of life facing Black people.

3. Commitment. The question of commitment is a key question because it focuses in on the basis for implementing plans. In other words, the best laid plans often go astray because of a lack of commitment. We define commitment simply and straightforwardly as consisting of the distribution of time and money. While each of these are scarce resources, the critical question is not how much you have but rather how you use what you have. And, for the participants in NCBS the question is: How do we allocate what time and money we have so that the activities of NCBS, particularly the national conference, are carried out in the best way possible.

A. Time. The question of time is critical because most Black Studies professionals, especially those carrying out research and administrative responsibilities are over committed in terms of time. It is necessary to build into one's schedule, i.e., one's job description, any responsibilities connected to NCBS for a given year. This commitment of time must be legitimately recognized at all important levels of administrative review and authority over the Black Studies program. It is important that NCBS and professional work in Black Studies be accorded the same

respect and deference given to involvement in other areas of professional work. It is normal University procedure to give some special consideration to the faculty who have major responsibilities for professional organizational activities. It is assumed that the Executive Director's office involves one to three people from 25 percent to 100 percent time while the other national officers should be prepared to spend 10 to 20 percent of their time on NCBS matters. In general, the activities of the officers and the national office will be either (a) committee work and planning for activities or (b) correspondence, that is, the circulation of information and authorization for activities in Black Studies as defined by the general policy of the organization and needs of Black Studies. In general, there is an organizational calendar that reflects the quarterly timetable of the organization and people who become active in NCBS should rearrange their schedules so that their activities are in sync with the quarterly timetable of NCBS.

B. Money. The second objective aspect of commitment has to do with the allocation of funds. There are two main sources of funds for NCBS. First, our membership fees. They are important because they reflect the political mobilization of our constituency into some active form of participation. The second aspect of the fund-raising potential has to do with the annual conference. The annual conference is the main activity during which businesses and other academic units can participate by paying money to exhibit and/or advertise. Overall, the organizational activities should be taken care of by money raised in these two ways. However, if these two ways are not maximized, then the organization will be without money and the organization will not be able to function. Therefore, just as in most other organizations, if Black Studies professionals and students do not pay

membership fees and if we cannot mobilize sufficient exhibitors and advertisers to pay a sufficient amount of money to carry out the work of the organization, then NCBS will not be carrying out the work that it ought to be carrying out. Fortunately, the recent history of NCBS is exactly opposite. We are now moving rapidly toward the period when we can pay our own bills and be the masters of our fate.

4. Action. It is necessary to have a clear understanding of the rhythm of the year focusing in on key actions which would become a permanent part of the organizational calendar.

A. Summer Board Meeting. Each summer the Board will meet as it has been meeting in July. However, we might explore changing the venue of the meeting from Princeton, New Jersey at the Educational Testing Service Conference Center to the Host Institution of the next annual conference. This would set in motion a series of meetings to occur in the local host area during the year prior to the annual meeting: (1) summer Board meeting in July, (2) regional fall meeting, (3) National Program Committee meeting early winter (January).

B. Fall Conference. This fall conference will be a regional conference.

C. February Newspaper. The final decision of the National Program Committee and Regional Host Committee will be disseminated in a National Conference News (based on the format published in 1982) to be published and circulated nationally during the month of February.

B. Program Committee.

The National Program Committee is the official body set up by the National Board of NCBS to carry out the program of the annual conference.

1. National Chairperson. The National Chairperson is elected for a two-year term as Vice Chairperson/Chairperson-Elect and a two-year term as Chairperson. The duties of the Chairperson with regard to the National Conference are very important because the Chairperson is the central figure elected by the national membership to give leadership to the organization.

The main responsibilities of the national Chairperson are as follows:

- (a) Prepare preliminary report to Board on the upcoming national conference program.
- (b) Appoint Program Committee for approval by the National Board.
- (c) Chair meetings of the Program Committee which includes receiving all correspondence for the Program Committee.
- (d) Be responsible for writing annual liaison unity letters to all fraternal Black Studies journals and organizations informing them about the national conference and inviting their full participation, as well as soliciting their support in advertising the conference through any means at their disposal.
- (e) Be the official representative of the organizational funding sources for the purpose of soliciting funds to support the national conference effort.
- (f) Represent the organization at national and international meetings of relevance to Black Studies directly or indirectly.
- (g) Be ex-officio member of the Host Committee.
- (h) Be available for a national speaking tour of at least ten days in one or more parts of the country in order to build NCBS membership and develop support for the annual national conference.
- (i) Give a major presidential address at a conference plenary scheduled at such a time as to ensure maximum attendance.
- (j) Prepare a final report to the Board on the program of the annual national conference.

2. National Committee. The National Program Committee is the

official body entrusted with the responsibility of developing and carrying out the program of the National Conference. The National Committee has the following duties:

- (a) Planning of the overall conference schedule.
- (b) Developing of conference program promotional material, including the Call for Conference Papers and the NCBS Conference News.
- (c) Selecting of organizers for invitational panels and the approval of the content proposals and participants from the organizer.
- (d) Selecting of plenary themes and speakers.
- (e) Selecting of competitive papers, organizing thematic sessions from the approved papers and selecting appropriate chairpersons and discussants.
- (f) Developing of professional sessions.
- (g) Planning of student participation.
- (h) Planning of local community participation.

The National Committee is to meet three times per year: at the July Board meeting to establish basic timetable and promotional materials; at the Fall regional meeting at the host institution to plan the special sessions and make the invitations; and at the winter meeting in January to finalize selection of the papers and approve basic design of NCBS Conference News to be published by the first week of January.

3. National Office. The main function of the National Office is to provide the main administrative and clerical support for the national organization. The office includes both the Executive Director as well as the functions of the Treasurer. The specific responsibilities for the national office with regard to the annual conference are as follows:

- (a) Provide staff support for the NCBS Chairperson (specifically with correspondence and assistance in contacting and negotiating with funding sources).
- (b) Provide staff support for the National Program Committee.
- (c) Maintain organizational files with regard to conference activities.
- (d) Prepare trend data on national conference activities.
- (e) Prepare membership list for mailing of promotional materials and recruitment of conference participants.
- (f) Publish conference related information in the NCBS Newsletter.

#### 4. Promoting the Conference.

(a) Using the Mails. Given the national distribution of Black Studies professionals and academic programs, it is necessary to use the mails to reach out broadly and consistently so that we can have an open democratic process in which people who are not in the mainstream institutions and locations have some real opportunity to become involved. This has proved to be very useful in previous conferences. We are concerned with the direct mail process. This requires that attention be paid to obtaining a not-for-profit permit to maximize inexpensive mailing charges. This requires that great attention be paid to zip codes, as bulk mailing permits require for minimum postage that all pieces be the same size and be sequentially ordered by zip codes. While this is a labor intensive process, it is better for us in Black Studies to recruit people to do this sort of work on a volunteer basis than to pay a mailing service fee. When we are in a position to have a computer based mailing list, then it will be easy for us to obtain mailing labels. Until that time, the standard

procedure will be to use xerox label sheets to reproduce our mailing list so that the process will be efficient, quick and inexpensive. The cost of direct mail for the overall promotional materials of the conference will be one of the major expenses. Yet it is the aspect of outreach which will produce the greatest results.

In using direct mail, we are concerned with reaching out as broadly as possible. Therefore, we will initiate every conference promotional campaign with direct mail of the Call for Papers to all institutions of higher education in the United States. This is a necessary process in order to contact all those individuals in places that have not yet been included on the mailing list maintained in our national office. Additionally, we will try to obtain other mailing lists in order to carry out our direct mail approach. These include our NCBS membership list and the subscription lists from all the journals associated with the Black Studies movement. Further, we will repeat the mailing to all the institutions of higher education for the Student Essay Contest brochure and the NCBS Conference Newsletter. What we are attempting to do here is to use repetition--that is to say, more than one stimulus--in order to get the level of response that we desire. After we make contact with a person who is interested in Black Studies, we want to create a two-way flow so that if someone responds from one of the institutions to the initial promotional material we would add them to the developing conference mailing list and they would receive communication. In other words, we create a two-way flow reinforcing their participation, creating greater anticipation and linking them substantively and organizationally to the conference process. The use of direct mails is one of the most important aspects of building the conference.

B. Using the Media. The use of the media is critical in building positive public acceptance of Black Studies. At every critical point along the way official press releases should be sent out to the media. As we develop a better relationship with the media we will get better coverage. One of the key things for the National Chairperson and the Executive Director to do is to develop a positive relationship with Black news executives so that we can improve the media profile of NCBS.

In general, in addition to the press releases, we should use the following approach. First, we should ask every Black Studies Chairperson and Board Member to send to the National Office a list of the key Black media people in their area so that they can receive the national mailings from our Executive Director. Second, we should maintain an active list of Black student and community news outlets, particularly print outlets, so that we can regularly send them free camera-ready ads to be printed as a gesture in support of the Black Studies movement.

Another reason for having the National Program Committee meet at the Host Institution is to let the electronic media and the print media have access to the leaders in the Black Studies movement. This also allows the media to develop a human interest angle to their stories and to arrange live interviews with key Black Studies professionals to promote the conference. It is necessary to set up positive media relations well in advance of the conference so that these things can be planned. A good example is the Black public service television program that is found in most communities. For exposure in such a forum, one would have to schedule a Black Studies program well in advance, sometimes as much as six months in advance. This is a very important activity as it gives the Black community



visual contact with people in Black Studies and enables better communications.

## 5. Structure of the Conference.

(a) Plenary Sessions. Plenary sessions are the sessions that potentially involve all of the people in attendance at the conference. Each NCBS National Conference will have in its program at least four main plenary sessions. The first session will consist of the theme of the conference, a special topical session of great scholarly and community wide interest. The second session will focus on the unity of the Black Studies movement with some other aspect of the academy. Specifically, we have had a session between Black Studies and Women Studies and we can look forward to sessions involving Black Studies with such areas of interest as Latino Studies, African Studies, Urban Studies and Labor Studies as well as with some of the more traditional disciplines searching for areas of mutual interest, concern and cooperation. A third plenary will deal with the general area of Black culture and focus in on the particularity of the Black existence and new research and theoretical developments with regard to the cultural dimension of the Black experience. The fourth plenary session would explore the Black Studies movement per se and mainly focus on the presidential address. This plenary presidential address should involve key people from the Black Studies movement, both NCBS and the journals, and other organizations to give it the stature and focus as the State of the Discipline session summary speech by the Chairperson.

(b) Competitive Sessions. The main character of the conference consists of those sessions composed of people who submitted written abstracts that were competitively selected for the conference program. Each paper to be presented at the conference in a competitive session

will be selected on the basis of a written abstract of up to two type-written pages single-spaced, with the annual deadline being not earlier than December 1 and not later than December 15. This means that the Call for Papers must be an official brochure mailed and distributed nationally no later than September 15. Further, the Chronicle of Higher Education is the critical outlet for official academic notification of the Call for Papers. There is an annual summation for the academic year published in September for which copy must be forwarded to the Chronicle by late August. This is an essential aspect of our outreach for the competitive session. It is essential that we stress the written abstracts as a precondition for giving a conference paper. Our organizational integrity depends on this requirement.

The competitive sessions are composed of people who submit papers from all around the country. This constitutes the main national character of the conference. However, in each case the National Program Committee will pay particular attention to the local area and region for panel chairpersons and discussants. This is important because the funding for travel and conference expenses is not likely to be available unless one is officially reading a paper. Therefore, the selection of local panel chairpersons and discussants ensures greater local participation and it ensures that people will be able to attend the conference without having institutional support.

(c) Invited Panels. The Program Committee will determine specific themes for the conference. They will also invite designated individuals to attend the conference, independent of or in addition to the open competition for abstracts. These special sessions must be designed with the greatest

care because the quality of an invited session must be high since the basic integrity of the conference rests with the open competition. The first task of the Program Committee is to select the theme and organizer for any particular invited session. The only other way that such a session might come into being is if there is a special positive proposal put forward by a person who has an idea for a session and who has not been initially contacted by the Program Committee.

The National Program Committee will ask the organizer for an invited panel to prepare a proposal. This proposal should be between two and four pages long and should include a statement of what the content of the session will be (e.g., the theoretical or ideological parameters, the central questions, the available data, the policy implications) and a list of participants who have been contacted and who have agreed to participate. The National Program Committee will review this proposal but its acceptance is contingent upon receiving a written agreement from each of the participants to attend and participate in the conference. This means that they will have to incur their own expenses as well as pay the registration fee at the conference. While this might seem to be excessive it is necessary given the financial condition under which we will be operating in the foreseeable future.

(d) Professional Sessions...At each national conference, the NCBS National Program Committee will make an attempt to contact non-NCBS individuals, organizations and journals in the Black Studies movement in order to have regular sessions dealing with professional issues. We will have four professional sessions at each national conference. Each session is by invitation only and will be conducted under the Chairpersonship of a

national board member. These sessions will include (1) Journal editors in Black Studies, (2) Individuals summing up experience in graduate education in Black Studies, (3) Individuals summing up work and basic skills areas in Black Studies, and (4) A meeting of people working in Black cultural centers.

(e) Student Participation. It is a policy of NCBS to encourage and work for maximum participation in the conference. However, it is important to recognize that the category "student" involves a wide range of individuals at different stages of intellectual growth and development. Therefore, we must think of students as falling in the conventional categories of high school students, college students and graduate students. We are interested in involving graduate students in the intellectual professional activities of the conference. We are particularly interested in showcasing the formal professional graduate training in Afro-American Studies. That is to say, we are interested in having the M.A. papers reported at our conference and the National Program Committee should send letters to the chief academic officers of all Black Studies departments that offer graduate training to tell them as much. Graduate level degrees must not only meet the expectations of the institution granting the degree but they must meet the general expectation and peer review in the field in which the degree is being granted.

We are, of course, interested in maximizing conference attendance of college students particularly as conference attendees. The other main program that we have (to be discussed later in this handbook) is the Black University of Study and Struggle which is a specific program designed for college students. We must find ways of including some programatic attention

for high school students as well. However, the main body of students that we're attempting to recruit as conference attendees are college students in an effort to give them some idea of the kind of intellectual work that Black educators are involved in, in hopes of setting role models and motivating their aspirations toward similar careers.

(f) Community Participation. The National Program Committee should pay particular attention to reaching out to the community in which the local Host Institution is located. We are interested in recruiting the involvement in NCBS, particularly the national conference, of community-based intellectuals and not simply intellectuals associated with institutions of higher education. These community-based intellectuals will provide a pool of candidates for Chairpersons and Discussants for the competitive sessions as well as for one or more invitational sessions. Our concern for community attendance at the conference should be reflected in how conference planning includes sessions for evenings and weekends because these are the times we can anticipate having the largest turnout from the local community. It is toward this end that careful attention should be paid to saturation mailing, phone calling and distribution of conference material in the community so that the community is at least knowledgeable about the conference.

C. National Conference Host Committee. Overall the Host Committee is to be chaired by a key Black Studies professional at the Host Institution. The Host Institution will be an academic institution and the designated person will be an academic. Usually this person is the chief administrative officer of the Black Studies unit. Members of the Host Committee will include the broadest diversity of people prepared to assume responsibilities-- people located throughout the immediate geographical area, metropolitan area,

the state or the region. Building a broad based and active Host Committee is essential since, in most cases, half of the participants in our conference will come from the local area. Additionally, local resources are necessary for the actual implementation of the conference. This is a critical issue, and when overlooked has meant serious problems.

The National Board of NCBS will maintain a three-year schedule for the national conference. This requires a written proposal from a prospective Host Committee to be presented to the national board three years in advance of the conference. The proposal should be made by an individual who is a fully paid member of the organization and, to reiterate, must be in writing. Each of the proposals must include four pieces of information: first, an official agreement from an administrative official of the prospective host institution which stipulates a certain level of commitment (time and money of related staff) that can be put behind this project; secondly, an indication of adequate administrative office and staff support; third, a listing of the majority of the membership of the proposed Host Committee; and fourth, some indication of hotel accommodations and cost involved. This topic will be a standing issue at each national summer board meeting. So, in the Summer of 1983, a proposal will be discussed concerning the site and Host Institution for the 1986 NCBS conference.

1. Host Institution. The Host Institution will normally be an academic institution in which the Black Studies unit is committed to carrying out local Host Institution functions for a national NCBS conference. This is important because the institution as such gives local institutional legitimacy and makes our efforts more credible. The administrative office

and staff support provided by the local Black Studies unit is essential in local outreach and mobilization and especially the coordination of the local Host Committee. It is essential that local faculty and local community intellectual activists get ample information regarding the conference. Not only does this facilitate their formal participation in the conference but also spreads the word, increases interest and sets the stage for wide attendance, particularly in the evenings and on the weekends of the conference.

There are many campus resources and related resources in the community that should be utilized as one assesses the capability of a locale to host a conference as well as to respond to a conference that is being held there. One campus program that must always be checked is the extension community relation area. It is in this area that help can be received regarding fund-raising, publicity and activities (for example, supplies for Happy Hour, bags or folders for registration, pens, pencils, etc). Of course, the Black Student Union on campus should be recruited to play a role as well.

2. Finances. Conference finance is a critical matter that must be handled with the utmost security. It is important to open an account at a bank or savings and loan near the hotel site of the conference. The account should be set up as a savings account requiring two signatures. Since most of the expenditures are large one time expenditures, the use of the savings account is adequate. Having the account near the hotel makes it possible to make deposits during the conference in a safe, fast and easy manner. Also, having two signatures provides a necessary accountability for handling the funds. This way the possibility of difficulty is

minimized. As soon as the account is set up a rubber stamp should be ordered to facilitate depositing checks. After an experience of hand endorsing hundreds of checks, a rubber stamp has proven to be a necessary and quite useful thing to have.

Turning checks around in a fast manner is essential. In times of economic crisis and when working with broad groups of people, a certain percentage of checks are going to "bounce." It is important to have a fast, efficient system so that persons who issued bad checks can be informed in time to pay conference fees in cash. Money orders are an excellent form of payment. They provide a full record of each transaction regarding conference finances. Having reliable records of transactions is extremely important. Only one person should be authorized to handle conference funds during the conference or prior to the conference. This cuts down on misunderstandings and organizational confusion.

The Host Committee Chairperson is to submit a final financial report on the budget of the conference to the Board in time for consideration at the July board meeting following the conference.

3. Fund Raising. One of the main aspects of the three year cycle is adequate time for fund raising activities for the national conference. Fund raising for a non-profit organization is a tax write-off for businesses and individuals. In addition to being a business expense, fund raising for NCBS provides businesses with an opportunity to directly reach Black Studies professionals (a group which constitutes a significant market). So we should never begin the fund raising process with the attitude that we are asking for handouts. Rather, we should begin our fund raising in such a way as to convince the business community that contributing to NCBS can help meet



their financial need for tax write-offs while simultaneously meeting the tax purposes and access of market purposes while at the same time meeting our needs of NCBS regarding local and national community support. We should indicate that our programs and activities are important and worthwhile to support.

Since most foundations, organizations and businesses have varying calendars for receiving funding proposals and for allocating funds for these proposals, it is important to contact them as much as one year in advance. It is important to have personal contact with people so they will know who you are prior to your contacting them for money. Identification of and early contact with potential contributors paves the way for solicitation of funds at a later date. Potential contributors include all major Black business executives, all affirmative action/equal opportunity officers in corporations and banks, all local foundations and major religious organizations. Copies of previous conference material (for example, the program book of the 6th National Conference) should be sent to key local business contacts to solicit their support. If you are able to get a business person to play a role in fund raising, then you are even more likely to be successful in your total fund raising efforts. It is vital that you let potential funding sources know who you are and know who NCBS is, that you contact them regularly prior to asking for money, and that you ask for money in such a way that you clearly spell out the interest they should have in supporting our activity.

The fund raising efforts in the local area can also be met by involving potential activists. The national NCBS Chairperson should visit the local area once or twice during the academic year for local speaking

tours. Part of the honorarium could be used to subsidize local Host Committee efforts. Such visits are very important because people are more likely to support an organization that they feel they know something about and whose leadership they're familiar with.

4. Hotel. When considering hosting a conference, contact should be made with a local tourism or convention bureau prior to submitting a proposal to the National Board. The convention bureau is connected to the city government and usually functions as a non-profit agency to support efforts to bring conferences to the city. This agency should provide assistance in determining what is available in the city for a convention and what special services the city will provide, along with a general picture of hotel facilities. The choice of a hotel is a critical one. It is important to have all the pertinent data before the local and national bodies involved so that the best decision can be made in the interest of building our organization. An important factor to consider is that our conference normally occurs in the Spring around the Easter holiday. This is generally a slow period for hotels and therefore we are in a buyers market situation. This simply means that since we are bringing a conference to the hotel at a time when their business is relatively slow, we are in an optimal bargaining position. This optional bargaining position should result in a very good contract.

There are three main questions when it comes to selecting a hotel. The first is: Will it accommodate adequately the size and scope of the conference? This is the general question of how many sleeping rooms, what kind of sleeping rooms, what kind of meeting space, what kind of banquet arrangements, what kind of parking facilities, etc. are available? The

second consideration is: How much cost is involved? This includes how much the rooms are going to cost, how many rooms you have to guarantee in order to use the meeting space at no cost and what kind of benefits are available (free suites for conference officials and invited guests, pre conference meeting facilities, etc.) The third question is: Where is it located? We are mainly concerned not only with the physical location and transportation but also with what people in the local area think about the prospective hotel. Thus, the three main criteria for selecting a hotel are (a) adequacy of accommodation, (b) cost and (c) location.

5. Conference Registration. The local Host Committee will handle pre-conference and conference registration. It is necessary to have a firm and clear estimate, and a basis for changing the estimate, for conference attendance. This has implications for how many items are printed, what kind of arrangements can be made with the hotel and anticipated size of sessions. Conference registration is an important aspect of the conference as it is the most consistent source of information about individuals attending the conference. Therefore it is necessary to have adequate forms for pre-conference registration and conference registration. Moreover, the people involved in registration from the very beginning of the process should be the same through to the end of the process. The people who are responsible for pre-conference and conference registration are better equipped to resolve registration difficulties than someone who has just entered the process. Three additional points for the registration process are these: first, the Host Committee should brainstorm, sum up experience in previous conferences and have dialogue with the officers of NCBS so that they can anticipate problems; second, it is necessary to achieve the

highest level of clarity as possible because people from all walks of life will be evaluating and using this material, and third, always be absolutely clear as to who's in charge and who is able to make decisions.

People who pre-register and send money in should be notified upon receipt of their registration form and money. The money should be deposited at least every 72 hours so that five consecutive working days is the maximum time limit from receipt of check to clearance of check.

Basically, the registration and pre-registration process is as follows. First, design and distribute nationally the pre-registration conference announcement forms. Second, receive the forms and respond with letter acknowledging receipt of any money. Third, prepare conference packets and conference ID tags for all who have pre-registered. Fourth, prepare conference registration form for use at the conference. Fifth, design actual conference registration process which involves the following.

- (a) Station 1: Collect money and/or acknowledge pre-registration payment.
- (b) Station 2: Collect the registration form and receipt of payment.
- (c) Station 3: Distribute conference ID tags and packets.
- (d) Station 4: Register students for Black University of Study and Struggle.

The main aspect of conference registration is that it be orderly, that it move as fast as possible, that all questions get answered, and that everybody gets treated equally.

It is necessary to pay careful attention to all registration materials. The Host Committee Chairperson must prepare a report on the conference, which will include a detailed component on conference registration, and present this report to the National Board at the July board meeting following the conference.

6. Conference Sessions. Each conference session is an entity unto itself and yet together they constitute the core intellectual activity of the overall conference. Each conference session should have at least one volunteer aid (a student or Black Studies professional from the local area) who will see to it that each person attending the session is a duly registered member of the conference. This person will provide any assistance needed by the session Chairperson. Items such as bulletin boards, slides, recording tapes, water, chalk, additional chairs and other such things will be provided by the volunteers. Also, it is important for the local Host Committee to give adequate publicity to specific sessions in relationship to specific aspects of the Black Studies movement on campus as well as in the community. Persons and/or organizations who have a special interest (e.g., Black women, music) should be contacted. The use of personal contacts is one way to reach individuals; most organizations are listed in a telephone book.

The Host Committee Chairperson should also pay attention to collecting information on each session and in particular to two points: (a) Who is scheduled to be on the program who did not show up? (b) How many people attended each session? This information is useful, particularly when it is comprehensive and covers all sessions in the conference.

7. The Market. As is the custom with professional conferences, NCBS each year at its annual conference has a market in which material related to the Black experience and Black Studies is on display and for sale. This market includes (a) cultural artifacts and (b) literature displays.

The cultural artifacts aspect of the market is an important cultural

feature of each conference. It enables craftspersons and artists to display and distribute their works to a highly specialized audience-Black Studies professionals--giving them access to universities and colleges throughout the United States. This interaction is very important given the purpose of building unity and providing inspiration during the conference. The cultural artifacts aspect of the market should be given serious attention and should involve written signed contracts with each vendor so that ambiguity and conflict can be avoided. Artists, artisans and handicraft workers are poorly paid and often not respected. We must avoid disrespect. The purpose of the contract is to clarify the economic relationship with the vendors, since we cannot guarantee that people will sell their work. What we can guarantee is that they will have a national audience to observe and evaluate their work.

The second and possibly most important aspect of the market is the literature displays. The literature display area serves two main functions. First, it provides publishers and book distributors with an opportunity to display new work. People in the Black Studies movement are constantly choosing new material to include as text materials in their classrooms or as additional items in their collections. These persons constitute definite market for print material on the Black experience. Thus, even in a period of economic crisis, it is possible to have a major literature display area. However, this is only possible if the Host Committee pays proper attention to the details, which include, e.g., giving consistent advance notice to prospective vendors and doing some research on local, regional and national sources for Black Studies related materials. There is a second reason the literature display area is important. Some people attending the conference

will come from areas where there is limited possibility for acquiring materials. Such people frequently come to national conferences with extra money to buy large quantities of new literature.

Display areas should be provided at each conference. We would set a goal of at least twenty vendors for the cultural artifacts and literature display market area.

8. Banquet. The Banquet is approximately one-half of the major cultural activities of each conference. It constitutes a very important opportunity for broad sections of the community to come together in a common activity with Black Studies professionals and students representing a national spectrum of places and institutions. It is useful to establish early contact with Black alumni associations and chapters of societies and organizations from both historically Black institutions and institutions with which persons on the banquet program have current or former ties. These contacts can considerably facilitate the selling of banquet tickets. It is necessary for the Host Committee to involve people in planning the banquet who are tied to Black community institutions where such activities are a normal occurrence. This includes the church, fraternities and sororities, and alumni associations.

The first task is for the Host Committee to work with the Program Committee to identify an exact time during the conference when the banquet will be held. The second step is for the local Host Committee Chair and the Banquet Subcommittee Chair to meet with the hotel officials and work out the precise arrangements. This includes determining the expected number of guests, selecting the menu, determining the costs, determining any additional set-up features (number of people at the head table, type of podium, P.A.

system, whether there is a stage involved, place to hang the banner, etc). The cost of the banquet should be printed on the pre-registration form and people should be able to pay for everything with one check. This is important because many individuals are subsidized by their institutions and, for many of them, it is necessary to have a one time billing for all costs associated with the conference.

The banquet program involves the local Host Committee and the National Program Committee. Thus, there should be co-moderators for the evening, one person representing the national organization and one person from the local Host Committee (though this latter person should be connected to the national organization as well). Both persons should play a prominent role in the protocol aspects of the program during which the banquet guests are welcomed on behalf of both the national organization and the local Host Committee. They should then place the program in the hands of the awards committees. They will present the national awards, local awards and student awards. A representative of the local Host Committee will present the keynote speaker, acknowledge individuals sitting at the head table, introduce the members of the Host Committee and so forth. The local Host Committee has the task of selecting the banquet speaker, and to this extent plays a role in the program of the conference.

One of the major tasks facing the local Host Committee is promoting and selling tickets to the banquet beyond the registration process. There are three main ways for doing this. First, each person associated with the local Host Committee should be given a quota of ten to twenty tickets to sell. Second, businesses should be approached with a package deal, e.g.,



in the amount of \$500, for a certain number of banquet tickets and/or an ad in the conference program. Tickets they purchase can either go to their employees or to help subsidize students so they can attend the banquet.

Third, organizations that are connected to the annual conference in some way should be approached. An example would be a fraternity or sorority who have members involved in NCBS. Additionally, churches or any other organizations that might take a certain number of tickets and use their mechanisms to sell them should be approached as well.

Selling tickets is a task that involves paying attention to detail. There must be an adequate record keeping mechanism whereby the tickets printed are all numbered and are always accounted for. Who is assigned tickets, how many they sell, how many they turn back in, and other such details--all of this information must be kept. Furthermore, as the night of the banquet approaches, there must be close contact with the hotel official assigned the task of liaison with the banquet function. The hotel will normally prepare a certain number of meals above the number contracted for, in order to handle overflow. However, it is usually possible up until the day before the banquet to expand or lessen the number of estimated banquet guests. The main point is to try to avoid not having enough dinners or being over-committed. In the latter case you may have to pay for dinners not eaten.

The night of the banquet it is important to have an adequate number of volunteers on hand to take the tickets at the door, to sell additional tickets and to assist in seating people. It is always important to reserve tables in a prominent section of the banquet hall for members of the national board. It is important that key individuals from the community be seated

with key conference participants from other locations. One of the major aspects of the banquet is the cross-fertilization of ideas and the networking that can go on at such a social event.

9. Cultural Program. The cultural program is an essential part of the conference because it is that part that focuses mainly on inspiration and celebration. It is essential that the cultural program be of a professional quality and socially relevant. In other words, the cultural program for the national conference is not simply an opportunity for showcasing local community talent. Rather, it is an opportunity to showcase from the region or nationally the most important developments in Afro-American culture. The problem is that to have the very best often involves too much money and therefore is not possible. However, our goal is to have the cultural program at the same level as the intellectual sessions. The intellectual sessions represent the "state of the art" in Black Studies. For the cultural program the Host Committee should make an attempt to provide "state of the art" type cultural activities. A standard feature in the contract with cultural performers is that we will provide a catalog for distribution in which there will be information about each performer or group. In this way we will make their services available to Black Studies programs throughout the country. This feature hopefully will help in reducing the cost to NCBS for the services of these cultural performers. In other words, for a small fee they would perform and through our catalog would hopefully negotiate contracts with Black Studies programs throughout the country for performances at their local campuses. This helps to disseminate regionally based talent. It also helps to involve Black Studies in providing some material support for Black cultural performers and artists

--which assists our efforts to broaden the constituency of NCBS.

10. Mobilization. The area of mobilization is one of the most important areas for the conference and NCBS as a whole. It involves actual contact with people who constitute the very basis on which the conference can be held and the constituency that NCBS is trying to attract. To the extent that we mobilize we expand the sphere of influence that NCBS has. Thus, mobilization is absolutely critical.

The first aspect of mobilization has to do with paper flow. As soon as the basic information of when the conference is to be held, where the conference is to be held and the main theme of the conference are decided upon, it is necessary for the local Host Committee to produce a basic leaflet. This leaflet would be reproduced by the thousands and probably reprinted several times. Small stacks of leaflets would be left for distribution absolutely everywhere possible in the local area and throughout the region. Every Black Studies program should be passing them out. Every Black Studies class should pass them out. At every conference held, at every workshop held, at most local churches on Sunday--these flyers should be handed out. The leaflets should be distributed over approximately a six month period. Thus, everybody who surfaces within a context where Black Studies might be favorably judged or reviewed should be able to instantaneously see the leaflet and recognize it because s/he has been handed it on two or three different occasions. We are after repetition. We are after consistency. We are after deep penetration, broad circulation and broad outreach among the masses of Black people and throughout higher education. This is the basic mobilization from the bottom up. The leaflets that we create and the outreach that we engage in involve people who live

in our communities, who attend the same schools, churches and social activities that we attend, and who are involved in the same academic programs that we are involved in.

Using the telephone is key. It is crucial to get people to assume the responsibility to assist in the mobilization. There will be many people who will not have the time or inclination to join the subcommittee, to join the local Host Committee and to engage in long-term activities. However, anyone who will at all lend a hand can make a list of ten people, and call these ten on the telephone, informing them about the conference and asking them to call the local conference headquarters to indicate their interest. We must always ask the callers to have those they contact place a call to the conference headquarters. Until an individual contacts the conference headquarters the conference organizers have no way of knowing whether or not the person will make an effort to get involved. Without such information, the organizers cannot adequately gauge the success of the mobilization efforts. We need to thoroughly develop consistent two-way communication between the central administrative office of the local Host Institution and the people in the local area who are interested in coming to the conference. This two-way flow creates the momentum that then facilitates mobilization and creates a "bandwagon effect." That is what we are after, a bandwagon effect. If "everybody" is talking about the conference, then it becomes an assumption that "everybody" is going to be there. When an event in a community, within the context of its cultural orientation, is defined as being something that "everybody" is going to attend, then it is likely that you will actually find "everybody" there. The process is a sort of self-fulfilling

prophecy.

A key reason why mobilization for the NCBS annual conference is important is because it reflects how honest and serious we are when we say we are concerned about Black people. It reflects the extent to which we try to inform Black people, engage them in discussion and convince them that this kind of conference is both one that will help meet their needs and one they should help build and support. If we mobilize on a large scale, this suggests that we care for and love our people, and want them to play a role in the conference. If, on the other hand, we do not spend a great deal of time mobilizing (1) people in the local community, (2) Black Studies professionals, (3) students at all levels, and (4) community activist-intellectuals, then, in fact, we are saying that NCBS will remain a small sect and will be functionally irrelevant to the mass motion of our people.

11. Public Relations. Public Relations is important not just in terms of mobilization but also in creating a climate in the local community that is positive toward Black Studies and receptive to the conference. The key to public relations is face-to-face interaction with a diverse set of individuals all of whom represent the interest of the conference and in turn legitimate the conference. We must have a broad, diverse public face. There are many people in the Black Studies movement. This constituency represents different types of institutions, personalities, academic organizations, and ideological and political persuasions. It is necessary for the mass media, community leaders, academic officials and community institutions to see the diversity of Black Studies and therefore its broad democratic content. On this basis, they can recognize ways to forge

ties with us--sometimes primarily with a particular person, institution, or ideological or political trend. The overall point is this: We must create a public image that Black Studies is alive and well, represents academic excellence and social responsibility, and substantively contributes to the future improvement in the life chances and quality of life of the Black community. It must be perceived as something the Black community needs.

12. Printing. The bulk of conference-related expenditures will be for mailings, telephone calls, the hotel, and the printing of publicity items and other materials. Of these four, printing costs will undoubtedly prove to be the greatest. In some locations, there are production/printing/graphics organizations set up to serve the Black community with non-profit interests. Examples are Peoples College Press in Chicago and Black Liberation Press in New York City. In the case where such an organization exists, it makes sense to work out a contract for handling all printing and graphics works through them. Again, this sets up a reciprocal relationship that in the long run benefits Black Studies and consolidates our ability to accomplish our goals.

In general, we should think of our printing task as falling in three categories.

(a) Mimeograph. It is necessary to use the most inexpensive way to reproduce letters, memoranda, bulletins, newsletters, leaflets and other such items that will be distributed in very large quantities. The mimeograph machine is a very useful and flexible instrument for reproducing material. It should be used to the maximum.

(b) Quick Print Shops. Quick Print Shops are especially useful when (1) one needs fast service; (2) there is a job that has particular

requirements such as the reproduction of a photograph; or (3) there is a job that requires higher quality paper. Quick print shops are fast, efficient and relatively inexpensive.

(c) Quality Print Work. In the main, the quality print work can be limited to the conference program. The program is the document that will be a lasting manifestation of the overall activities. The only other quality print work is specialty print work like the NCBS Conference News which is done on newsprint. Such special tasks can only be done by a specialty shop.

At the very start, again at least a year in advance, a budget for printing should be determined. It should allow for a variation of about 10% in costs for all printing work. For the quality print job(s), firms should be asked to offer bids. The contract should then be signed to hold a fixed price. The check should be available upon receipt of the printed material. All printing bills should be paid by the time the conference opens. Materials from the 6th Annual Conference should be used as a model given the creative use of the NCBS logo, the color-coded themes and the overall creative, professional character of the work.

13. Media. The local Host Committee should maintain active relationships with the media because the media will contribute to the mobilization and public relations efforts. However, it should always be kept in mind that the media is the secondary focus for getting information out. If the media were to be the primary focus, we would be turning vital decisions over to them. They could then, e.g., determine whether or not to publish a given press release and thus conceivably prevent certain information from getting out. Our primary outreach comes through printing

material and distributing it ourselves. That way we keep the basic control in our own hands. However, once we are certain to accomplish our primary outreach goal and keep that as our priority, then the media becomes important as a secondary means of disseminating information.

The first step in building unity with the media is to systematically contact, on a face-to-face basis, the Black journalists in the print and electronic media. In some cases, this will be two or three people, whereas in major metropolitan areas there may in fact be a large organization in which it is possible each month to attend a meeting and meet and distribute information to a large number of Blacks in the media. At this point most Black people in the media have had some personal contact with Black Studies. Therefore, it is important to find out where prospective Black contacts in the media went to college and to help them recall any positive experiences they had with Black Studies and any previous levels of commitment they may have had. We can build on this to bring them into the conference related activities and to get them to become involved. It is important that they be carefully educated as to the main aspects of the conference. The media preference is to latch on to something that is newsworthy as popular appeal, controversial and so forth. However, the interest of NCBS does not usually coincide with this approach. Rather, we are interested in giving public attention to scholarly/political activities that might otherwise go unnoticed, or might otherwise go unmentioned until such time as a more prominent mainstream academic were to become involved. We are trying to give media exposure to those things that are basic in Black Studies and then to represent the positive developments on a scholarly/organizational or academic/administrative level.



Most communities have a Black radio talk show, i.e., a call-in program. For the year prior to the conference a consistent effort should be made to get on that show more than once and to get more than one person on the show. We are trying to use the media to create a climate and to get information out. Additionally, we are using it to build a commitment of local media people so that they will also become involved. When a media person does do a story for us, it is important to recycle that information back through our academic programs. We should actually have faculty and students write to the newspaper, radio station or television station expressing support for the individual who took this responsibility. If we do not reinforce and give positive support to people in the media we can hardly expect them to support us.

14. Local History Tour. The Local History Tour is an important aspect of each conference. It is the activity whereby people from throughout the United States (and elsewhere) are exposed to and given access to the historically significant buildings, areas and organizations in the local community. The Local History Tour is a way to involve the local community in the conference. It helps make the community more self-conscious of its historical value. Moreover, it enables the local community to raise its self image in a qualitative way as it demonstrates that people around the country are interested in its historical features.

An attempt should be made to find people who have been active in the Association of Study of Afro-American Life and History, or people who have been active with the local Black library collection, or people who are connected to churches, museums or other institutions that preserve historical knowledge about the community. Such persons in cooperation with

the local Host Committee should form a subcommittee to organize a local history tour. A bus should be reserved as soon as the Program Committee tells the local Host Committee what times during the conference would most likely be available for the Local History Tour. A written program should be developed in which each stop on the tour is described. The tour should primarily consist of participants viewing aspects of the community through the bus windows. It should also include a certain number of stops during which participants get off the bus and actually inspect particular sites. It is important that an accurate timetable be developed and that it be strictly adhered to. People should not get on a tour scheduled for two hours which actually turns out to last three or four hours.

D. Awards Committees. Each year NCBS sponsors a number of awards in recognition of accomplishments. It is important to understand the necessity for awards. These awards are a recognition of people by their peers. Therefore, it is assumed that these awards are made by people who are quite aware of the strengths and weaknesses of the award winners. The extent to which the awards committees make tough decisions and maintain high standards is the extent to which the awards will be cherished by those who receive them. If the awards are given after a less-than-rigorous evaluative process, i.e., without the consistent application of the highest standards of achievement in the Black Studies movement, then the awards will no longer maintain their significance. It is important that all awards be given to people who are and can be clearly recognized as being at the top of their profession and/or at the top of that group that has made outstanding intellectual (and/or, in the case of the

Local Awards, programatic) contributes toward the betterment of the Black community.

1. National Awards. The National Awards Committee will be appointed by the National Chairperson and approved by the Executive Board of NCBS. This committee shall have five members and shall constitute the committee which will give two, three or four national awards in any given year. There are three main criteria for deciding on the national award winners: (1) What is the public evidence of excellence in scholarship? (2) What is the nature of essential originality of the ideas and thinking? (3) What is the public evidence of persistent attempts to build institutional forms and structures to advance the needs of Black people in accordance with these ideas about the nature of these needs? (Further discussion of these criteria can be found in the appendix material from the 6th National Conference).

2. Local Awards. The Local Awards Committee will be appointed by the Local Host Committee Chairperson and have the task of selecting local award winners. There should be between five and ten local award winners. The criteria for the local awards should rest on the contributions people have made as intellectuals and intellectual-activists to better understanding and better programatic activity to meet the needs of the Black community. This general orientation should be reflected in the nominations and final decisions made at the local level. Awardees will be ultimately selected by vote of the Local Host Committee. In general, it is expected that the local award winners will be people who are generally recognized in their community and people who are likely to maintain a positive relationship with Black Studies.

3. Student Essay Contest Awards. The National Chairperson will appoint the Chairperson of the Student Essay Contest Committee and five committee members. Each of these persons will be an individual in the Black Studies movement. The student awards will be given in three categories: two Graduate Student Awards (first place and second place); two Undergraduate Student Awards (first place and second place); and two High School Awards (unranked). Papers by currently enrolled students will be accepted by the Student Essay Committee if they (1) meet the deadline, (2) focus substantively on the Black experience, and (3) do not exceed thirty pages in length. The Student Essay Contest should be initiated by a brochure being mailed to every institution of higher education in the United States in the September preceding the national conference. Selection of the winners should be completed in time to print the names of the awardees in the conference program so they can receive proper recognition. Each Graduate Award should be \$500. Each Undergraduate Award should be \$500. The two high school students should receive \$150 each. All of the award winners should receive a year's subscription to a Black Studies journal of their choice. The cost for these awards shall be borne by the funds raised for the annual conference.

E. National Conference Program Booklet. The National Conference Program Booklet is the most important product that will be produced prior to the conference. It will be of great use during the conference and (along with annual proceedings which we intend to institutionalize the most important item saved as a valuable reference work for years to come after the conference. Another reason the Program Booklet is important is because the work of the National Program Committee and the Local Host Committee will

feed into the editorial process of putting together its content. The major model to be followed is the booklet produced for the 6th National Conference held in Chicago in 1982. There are three important aspects of the Program Booklet. Editorial work, advertising and production.

1. Editorial Work. The editorial work for the Program Booklet is extremely important but need not be left to professionals. The critical question here is how much time can be put into it by the administrative support staff at the Local Host Institution and the National Office so that expenses can be kept to a minimum. The main content of the Program Booklet is description of the sessions that make up the conference. The main concern should be with detail. From the moment the first abstracts arrive in response to the Call for Papers, considerable attention should be devoted to the development of clear and routine procedures that can handle the volume and detail of the paper-flow and demonstrate our professional respect for our peers. Specifically, this means the following. As soon as an abstract arrives in the office a 3/5 card should be made on the individual sending the abstract. An extra "xerox" copy of the abstract should be filed in a separate place. This guarantees ready access to the information and provides a back-up in case something should happen to the original. The 3/5 card should be filed according to the last name of the individual. Each card should have on it the following information: name, specific title of paper, specific institutional affiliation, mailing address and telephone number. Great stress should be placed on accuracy (i.e., spelling, titles, zip codes, etc.). This 3/5 card should be the basic record of all communications with prospective panelists. The card should indicate when the abstract was received, that it was acknowledged,

and whether it was accepted or not. It should also indicate when the finished paper was sent in and whether the individual has registered for the conference. The file of 3/5 cards will be maintained by the Chairperson of the National Program Committee. Also, the abstracts submitted for consideration will be maintained by the National Chairperson until the National Program Committee meets and makes decisions.

As soon as the decisions are made, the 3/5 cards and the abstracts should be used to put together the Conference Program Booklet. Critical to this process is a predetermined layout format. With this format the abstract can be typed using a regular typewriter and then reduced to meet the specifications of the size of the booklet. Any typesetting work for headings and special aspects of the booklet can be ordered with sufficient time to meet the production schedule. Part of the decision-making of the National Program Committee is not only to select individual papers to be delivered at the annual conference but also to group the papers into thematically consistent sessions. The Program Committee thereby organizes the collective intellectual character of the conference. It is only after individual papers have been organized into sessions that the Conference Program Booklet can begin to assume proper form for printing.

A critical feature of the editorial process has to do with editing the abstracts submitted. If an abstract is too long, a decision has to be made as to what to edit out. This is a decision that would have to be made without communicating with the author, except in cases where the meaning is likely to be altered. There must be editorial freedom to do this or else it will not be possible to continue to publish the abstracts

of each paper. The inclusion of the abstracts proved to be one of the most important aspects of the 6th Conference Program Booklet. NCBS sets as a goal the maintaining of this tradition.

2. Advertising. The second aspect of the Program Booklet has to do with advertising. Advertising constitutes one of the main ways that publishers, Black businesses and Black Studies programs demonstrate their commitment to NCBS and seek to access the constituency of the national conference and organization. The National Office will send out a form soliciting ads from the academic Afro-American units throughout the country. The local Host Committee will solicit ads from local businesses, organizations and Black Studies units. The critical point here is that advertising is a great source of funds. Therefore an attempt should be made by the local Host Committee to recruit one or two individuals to systematically approach businesses and organizations in the local area to solicit advertising. The price structure for the ads should be determined by joint consultation between the local Host Committee, the National Office and the National Program Committee. The price structure should be consistent with current prices. It is critical that most advertisers submit camera-ready copy for their ads. Otherwise, additional charges must be added to cover graphics and layout.

3. Production. The production of the Conference Program Booklet is a key activity and a major expense. Therefore, care should be paid to maximizing quality and minimizing costs. This printing job must be contracted for on the basis of official bids. The local Host Committee, in conjunction with the National Office and the National Program Committee, especially the National Chairperson, should officially establish the

specifications for this printing job. Such specifications include the number of pages; the number of copies required; the size, weight and color of the paper; the nature of the cover stock; the number of pictures to be used; whether there is collation involved; and the desired binding and trimming of the booklets. The bids from the printers should include a production timetable. In general, printers expect the job about six weeks in advance of the deadline. At no point should we arrange a "fall-back" schedule that includes less than three weeks for the production of the booklet. And there is no guarantee that three weeks would be sufficient time.

In the event that we need to have a low cost Program Booklet in any particular year, we will resort to 8 1/2" by 11" mimeographed copy for the inside of the Program Booklet and pay the additional cost for the professional printing of an attractive, good quality, colored cover and binding. Thus, we can maintain a good basic image with a document that is clean and of good quality, though relatively low-priced.

F. The Black University of Study and Struggle. During the conference it is necessary to make special arrangements for the activity of Black students. Black students represent a young and necessary force for the vitality of Black Studies and are a source of great energy. It is specifically the unique characteristic of this social group that requires special planning. Toward this end, NCBS has developed as an organized part of its national conference the Black University of Study and Struggle.

1. Recruitment. The Black University of Study and Struggle is a planned process for maximizing the meaningful participation of students in the NCBS conference. It emphasizes the theme "academic excellence and



social responsibility." It is a plan for facilitating the independent character of the Black Student movement through the establishment of the NCBS Student Caucus. Students participating in this process are to assume responsibility for defining its content. In general, this process reflects a way to integrate students into the established conference that all conference attendees will be exposed to, while at the same time structuring into the conference freedom for students to develop discussion among and for themselves, without being inhibited by the pre-determined judgments of their teachers.

2. Content. The basic idea is that (1) selecting a set number of sessions of special interest to students and (2) organizing a set number of student caucus meetings whose content will be determined by the students themselves guarantees that any given student will have a connected network of associates and a collective context of peers within which to experience the conference. Of course, any given student who comes to a conference would not be required to go through the Black University of Study and Struggle. Rather, it is established to ensure that any student who comes, whether s/he comes in a group or not, will be able to join a group of peers and participate in the conference in a very meaningful way.

3. Matriculation. At the final session of the conference each student who has completed the process should be given a certificate. The certificate will indicate that s/he has matriculated at the NCBS National Conference's Black University of Study and Struggle. Documents for this process as developed by the 6th National Conference are contained in the appendix.

G. Documentation. After all of the above considerations have been taken

care of and the conference is over, the question that many will be interested in is: What sort of documentation is left from this process that will better allow us to reflect back on all this experience? Everytime the National Conference is discussed in any depth it is desirable to have a cassette tape recorder and a 35 mm camera in order to capture who was involved in the discussion and what was said--because, in retrospect, the archives of NCBS over the years is the best overall barometer of what has constituted the Black Studies movement. There are three primary means for documentation: video tape, cassette tape, and photographs and slides.

1. Video. The largest, most inclusive documentary device that we use is videotaping. We will always videotape every plenary session of our national conference and selected individual sessions. The tapes used should be color 3/4" video cassettes. We will on occasion put together video presentations and film presentations of the Black Studies movement. For these presentations, video cassettes of the national conference are very important. It is possible to enlist the support of academic institutions to provide video equipment for use during the conference as well as operators of the equipment. However, in the event that we can only get the equipment, we should prearrange video training for students. With proper training, our students can, in fact, do the documentation work themselves.

2. Tapes. The use of cassettes are essential because they are inexpensive, easy to carry around and capture the conversation. It is crucial to keep a plastic case for each cassette and to fully label each cassette at the time it is recorded. This is extremely important because

it will save a great deal of painstaking effort afterwards when you might have a large number of cassettes to attempt to identify and label. It is critical to record all major committee meetings and every session of the conference. These recordings are an essential part of the historical record. Given the character of our activity, all supplies for documentation, cassettes, etc., should be purchased at discount rates, given our linkages to educational institutions, the tax exempt status of our non-profit organization and our limited funds.

3. Photographs and Slides. It is very important to record who is involved along the way. There is no better appeal to the Black Studies movement than a personal record of someone's involvement. Black and white pictures are useful. They are the best pictures to give to the media. However, for more general purposes color slides are the most useful. NCBS has a slide show from the 6th National Conference which should be emulated each year. We should have one carousel of from forty to eighty slides covering the events of each national conference. This becomes a resource in building NCBS throughout the year and particularly in building momentum toward future conferences. Color slides can be used to make prints. However, their sharpness and clarity is not as great as when color prints are shot directly. This is especially true when one is interested in making a larger size print.

**AFRO-AMERICAN STUDIES AND RESEARCH PROGRAM**

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