Dear Colleagues,

I am writing this letter to you just days after having submitted final grades for spring quarter, a letter you won’t read until you near the end of your fall terms. In fact, although I’m only midway through my tenure as CCCC Chair, by the time you read this state-of-the-organization letter, I’ll be passing along the gavel to Asao Inoue. In 2013, Chris Anson described this odd rhetorical situation as a “(pre)post,” reflecting on a year of organizational activity, not yet complete. Given the turbulent sociopolitical climate, inside and outside of higher education, it’s hard to predict what may occur in the space between my June submission deadline and its December publication.

Certainly much has happened since Linda Adler-Kassner composed her Chair’s Letter a year ago, most notably, the difficult, and often painful, discussions and decisions around how to respond to the NAACP Missouri Travel Advisory in a year in which our annual convention had been sited (five years prior) in Kansas City. As you know, the CCCC Executive Committee ultimately chose to move forward with the convention while also trying to attend to the concerns and suggestions offered in the Joint Caucus Statements and in members’ feedback. However, this incident revealed other significant and persistent issues—especially those related to equity, accessibility, and transparency—with which CCCC leaders have been been
grappling for years and on which the leaders will continue to work in the years ahead. In my Chair’s Address, I frame these problems as spaces of possibility, spaces in which crisis becomes *kairos*.

**An Organization with (and on) a Mission**

One of the early Executive Committee accomplishments in 2018 was the approval of a new mission statement, a process begun by my predecessor, Linda Adler-Kassner, and developed over a year of CCCC EC reflection, drafting, and revision, informed by member feedback.

**CCCC Mission Statement**

The Conference on College Composition and Communication (CCCC) is committed to supporting the agency, power, and potential of diverse communicators inside and outside of postsecondary classrooms. CCCC advocates for broad and evolving definitions of literacy, communication, rhetoric, and writing (including multimodal discourse, digital communication, and diverse language practices) that emphasize the value of these activities to empower individuals and communities. CCCC promotes intellectual and pedagogical freedom and ethical scholarship and communication. To this end, CCCC and its members

- **sponsor and conduct research** that produces knowledge about language, literacy, communication, rhetoric, and the teaching, assessment, and technologies of writing;

- **create collaborative spaces** (such as conferences, publications, and online spaces) that enable the production and exchange of research, knowledge, and pedagogical practices;

- **develop evidence- and practice-based resources** for those invested in language, literacy, communication, rhetoric, and writing at the postsecondary level;

- **advocate** for students, teachers, programs, and policies that support ethical and effective teaching and learning.

This mission statement reflects who we are and what we do, and, most importantly, it will guide organizational decision making, especially as related to CCCC’s human and financial resources.
Sponsor and Conduct Research
In FY18, CCCC dedicated approximately 14 percent of its budget to supporting member research, awarding $158,258 in research grants for Research Initiative and Emergent Researcher Awards. For 2017–2018, we received twelve Research Initiative and seventeen Emergent Researcher proposals and awarded six and seven grants, respectively. The Emergent Researcher Awards, a grant program in its second year, provides funding and mentorship to early career and/or undersupported CCCC members in an effort to cultivate a diverse range of scholars, projects, and methodologies in the field.

2017–2018 Research Initiative Awards

Meaning Making and Academic Identity Development of Latinx Basic Writers
Erin Doran, Iowa State University

A Survey of Students’ Online Writing Practices
David Gold, University of Michigan

Multilingual Technology Design in Community Healthcare Contexts
Laura Gonzales and Lucia Durá, University of Texas at El Paso

Building Equity through Visibility: Examining the Job Market for Two-Year College Writing Faculty
Darin Jensen, Des Moines Community College, and Christie Toth, University of Utah

Great Expectations: Discovering First-Year Writing Students’ Backgrounds and Assumptions about Online Writing Instruction
Janine Morris, Nova Southeastern University, Kevin DePew, Old Dominion University, Marcela Hebbard, University of Texas Rio Grande Valley, Megan McKittrick, Old Dominion University, Catrina Mitchum, Old Dominion University, and Monica Reyes, University of Texas Rio Grande Valley

Academic and Professional Multilingual Literacies in Sociomaterial Contexts: A Multi-Institutional Study in Norway, Ukraine, and the U.S.
Pavel Zemliansky and Angela Rounsaville, University of Central Florida
2017–2018 Emergent Researcher Awards

_Early 20th Century Women Physicians’ Use of Print-Based Social Media: A Digital Humanities Study of the Women’s Medical Journal_  
Patricia Fancher, University of California, Santa Barbara

_Techno-Ecologies and Professional Development: Profiles from CCCC Certificate of Writing Excellence Awardees_  
Kerri Hauman, Transylvania University, Alison Witte, Trine University, and Stacy Kastner, Brown University

_Outsourced Writing: Transnational Literacy in the Conceptual Age_  
Eileen Lagman, University of Colorado Boulder

_The Archive of Workplace Writing Experiences_  
Jessica McCaughey, The George Washington University, and Brian Fitzpatrick, George Mason University

_Archiving Class Identities: Re-circulating Transnational Working-Class Community Writing through Augmented Reality_  
Jessica Pauszek, Texas A&M University

_Archival Research in the Global South: International Feminist Historiography_  
Emily Petersen, Weber State University, and Breeanne Matheson, Utah State University

_Cross-Institutional Study of Communities of Inquiry in Blended and Online Composition_  
Mary Stewart, Indiana University of Pennsylvania, Jennifer Cunningham, Kent State University at Stark, Lyra Hilliard, University of Maryland, College Park, and Natalie Stillman-Webb, University of Utah

In addition to supporting monetary research awards, CCCC also offers a variety of awards for published scholarly works at its annual convention. In fact, nearly half of the nineteen CCCC awards categories are dedicated to recognizing member scholarship. See the CCCC website ("CCCC Grants and Awards") for a list of current award winners.
Create Collaborative Spaces

Three primary activities support this aspect of our new CCCC Mission Statement: annual convention, summer conferences, and publications, and the bulk of CCCC resources are invested in these member benefits.

Conventions

The annual convention plays a central role in the organization. Not only is this event a core part of our mission as a member organization and our identity as a “Conference” of NCTE, but the annual CCCC Convention is the primary space where members can meet and work together in their various roles and with their various constituencies; it is where and when we conduct most of the organization’s business. The CCCC Convention also serves as the largest source of revenue for the organization. CCCC dedicates significant financial resources toward facilitating member participation in the event through its many travel awards, its support of audiovisual and WiFi access throughout the convention facility, and its broad inclusion of accessibility services.

CCCC 2018

The 2018 CCCC Convention, themed “Languaging, Laboring, and Transforming,” took place in Kansas City, Missouri, March 14–17, 2018. Despite the many challenges leading up to CCCC 2018 in Kansas City, the convention proved successful in many ways. Within the span of months, Program Chair Asao Inoue demonstrated great compassion, flexibility, and efficiency as he worked to shift various convention deadlines and to add programming, activities, and member support in an attempt to address member concerns and Joint Caucus Statement recommendations. He was assisted by the dedicated teams of the Social Justice at the Convention (SJAC) Task Force and the Local Arrangements Committee (LAC), who worked diligently and creatively to ensure that CCCC 2018 was safe, accessible, and engaging.

Not only did Asao implement his own vision of transforming the convention structure and programming (including an amazing Friday evening Cultural Event, complete with a KC BBQ dinner, presentation on the local history of jazz, blues, and bebop, and live music), but he, the SJAC task force, the LAC, and many volunteers transformed CCCC 2018 into a space that invited participation and activism, especially local activism. This was
accomplished through the implementation of an array of activities in the Action Hub, free pre- and postconvention workshops centered on social justice and activism, and an All-Attendee Event, “Literacy, Language, and Labor for Social Justice: Outward and Inward Reflection,” which featured local activists, whose work centers on literacy and social justice, as well as time for small-group discussion and reflection among participants.

As anticipated, at 2,695, total registrations for CCCC 2018 were below target, and, correspondingly, registration income from CCCC 2018 was down 28 percent ($138,259) compared to the prior year; however, exhibit and sponsorship income was up 73 percent ($28,088) over last year, somewhat offsetting losses. Last fall, the CCCC EC voted to dedicate $200,000 from the Contingency Reserves toward SJAC activities and lost revenues in Kansas City. A significant portion of this funding was dedicated toward an educational, if not particularly successful, LiveStream pilot project. Although the remote access pilot will not be continued next year, the CCCC EC and future program chairs will continue to work on creating a “culture of accessibility” around the convention. Additionally, despite anticipated losses, CCCC maintained or increased support for its various travel awards and grants, including increasing the number and amount of Scholars for the Dream awards. The generosity of CCCC members, who contributed $7,500 (matched by CCCC), also enabled us to award thirty-one contingent faculty award assistance travel grants in 2018.

CCC 2019
The 2019 CCCC Convention, themed “Performance-Rhetoric, Performance-Composition,” will be held in Pittsburgh, Pennsylvania, on March 13–16, 2019. Program Chair Vershawn Ashanti Young encouraged proposers and invites attendees to think of rhetoric and composition as more than words, but rather to consider “rhetoric and composition as live, as embodied actions, . . . as performances . . . that lead to the creation of texts . . . and no performances.” The emphasis on “performance” at next year’s convention promises to make CCCC 2019 an innovative and engaging event, and the Pittsburgh location, with its proximity to local sites of interest and its accessible layout, also promises to make the attendee experience productive and fun. Moreover, Vershawn is planning a robust Saturday schedule of activities, so be sure to plan your travel accordingly, so you can take full advantage of all that CCCC 2019 has to offer!
CCC Summer Conferences
Following a successful inaugural series of CCCC-sponsored regional conferences in 2017, the two CCCC summer conferences held in 2018 were well attended: “Inclusive Composition Practices, Processes, and Pedagogies,” hosted by Virginia Commonwealth University on May 25, 2018, and “Research(ing) Writing Cultures: Classroom, Program, Profession, Public,” hosted by the University of Denver, on July 20–21, 2018. The CCCC-sponsored summer conference initiative is a member benefit designed to bring CCCC to its members and prospective members—in other words, to create collaborative spaces regionally for members, particularly for those who may not be able to regularly attend its national convention. These conferences have low-cost or free registration for CCCC members and invite nonmembers who would like to participate to join the organization and enjoy its benefits. Although this initiative is still in its early stages, the summer conferences are proving to be both popular and productive, and much satisfaction has been reported by participants.

CCC Publications
CCC supports three high-quality publications: its journal, College Composition and Communication (CCC), edited by Jonathan Alexander; the Studies in Writing and Rhetoric Series (SWR) book series, edited by Steve Parks; and the peer-reviewed, biannual publication Forum: Issues about Part-Time and Contingent Faculty, centered on issues related to non-tenure-track faculty and edited by Amy Lynch-Biniek. CCCC publication editors have done a commendable job of finding ways to reach out to prospective writers and to engage readers. Of note, the CCC podcasts and SWR social media outreach, which includes a video series, digital postcards, and author interviews, have been well received and well utilized by members. Additionally, CCCC publication income was up about one-third ($5,650) in FY18, with expenses increasing correspondingly (by $5,864). The increased income is due, at least in part, to a new NCTE strategy, on which CCCC partnered, to increase outreach to nonmember audiences. CCCC has budgeted for four new SWR titles in FY19.

It was a particularly busy year on the publications front, with the introduction of a new program and a new publication editor. As part of its continued efforts to increase member engagement and mentorship, the CCCC EC approved a new mentoring program related to publication
editing, the CCCC/TYCA Editorial Fellowships. These fellowships enable selected recipients to work with the respective publication editor to gain experience assisting with manuscript development, working with authors, building editorial boards, and implementing a strategic vision plan. The inaugural fellows, announced at the CCCC 2018 convention, are as follows:

- **CCC Fellow**, Abigail Oakley, Ph.D. candidate in writing, rhetorics, and literacies at Arizona State University, who is working with Jonathan Alexander;
- **SWR Fellow**, Khristen Echols, Ph.D. candidate at the University of Louisville, who is working with Steve Parks;
- **TETYC Fellow**, Rachel Wineinger, Lewis and Clark Community College, who is working with Holly Hassel.

Moreover, CCCC completed its search for a new **CCC** editor to follow Jonathan Alexander’s exemplary service in this role. I am pleased to announce that Malea Powell, Michigan State University, was selected to serve as the next editor of organization’s flagship journal, **CCC**.

**Develop Evidence- and Practice-Based Resources**

In addition to its publications, CCCC maintains a range of member resources available on its website, with its position statements among the most utilized member resources. Most recently, the CCCC Executive Committee adopted the “Statement on Globalization in Writing Studies Pedagogy and Research” and “Scholarship in Rhetoric, Writing, and Composition: Guidelines for Faculty, Deans, and Chairs.” As per CCCC policy, position statements are revisited every five years to ensure they are up-to-date and relevant. For 2018–2019, task forces have been approved to revise or develop three position statements:

- **Joint Statement on Dual Enrollment in Composition Task Force**: a collaborative effort between CCCC, TYCA, NCTE College Section (with Secondary Section representation), and CWPA to develop a combined and updated statement on this significant and growing phenomenon greatly impacting first-year writing;
- **Task Force on Workplace Bullying Position Addendum**: this task force has been charged with adding a section to the recently
adopted “CCCCC Position Statement on CCCC Standards for Ethical Conduct Regarding Sexual Violence, Sexual Harassment, and Hostile Environments” related to workplace bullying:

- **Position Statement on Professional Development and Mentoring of Graduate Students Task Force**: this task force is completing the final charge of the former Status of Graduate Students Committee, a group that has since transitioned into a permanent and self-directed role as a CCCC Standing Group.

Also, the former position statement, “Principles and Example Effective Practices for Online Writing Instruction,” is being transitioned into a member resource, situated on the “Resources” page on the CCCC website, where you can also find resources related to Intellectual Property, Second Language Writing, Writing Majors, and the Status of Women in the Profession.

**Advocate**

Much of CCCC’s advocacy work falls under the auspices of NCTE and its well-developed infrastructure to support literacy advocacy efforts at all levels. This includes its staff and resources in its DC Office, its network of policy analysts (composed, in part, of CCCC members) who represent K–12 and higher education in each state, and its annual development of policy priorities used to guide its activities, including the annual Advocacy and Leadership Summit in DC. As a member of the NCTE Executive Committee through my position as CCCC Chair, I had the privilege of serving on the NCTE EC Policy and Advocacy Subcommittee and shaping this year’s NCTE policy priorities, which included recommendations related to the Higher Education Act reauthorization. I also participated in the 2018 Advocacy and Leadership Summit in April. During this event, leaders and members of various NCTE constituent groups had the opportunity to learn about trends, legislative priorities, and policies related to education as well as strategies for influencing policy. Additionally, participants each had the opportunity to meet with the legislative aides for their respective representatives and senators to discuss aspects of educational policy that most directly impact their work.

My involvement on the NCTE EC Policy and Advocacy Subcommittee also provided an opportunity for me (on behalf of CCCC) and two other CCCC members, Doug Hesse (representing NCTE) and Jeff Andelora (rep-
resenting TYCA), in collaboration with other NCTE leaders and staff, to draft language for a definition of “Writing Instruction,” to potentially be incorporated in the new Higher Education Act (HEA). Although the HEA reauthorization has since stalled in Congress, this opportunity was one that enabled CCCC to realize its vision of being “the leading voice in public discussions about what it means to be an effective writer and to deliver quality writing instruction” (CCCC 2022 Vision Statement).

In addition to the aforementioned collection of position statements members can adapt to use in their own contexts, CCCC maintains a set of resources and advocacy strategies related to labor, courtesy of Holly Hassel, CCCC Labor Liaison, and by the time this letter is published, the Strategic Action Task Force, led by Steve Parks, will have completed its “Strategic Action Toolkit,” a robust website of resources that will be linked to CCCC’s website.

A Look at the Books: CCCC Finances
Our discussions and decision making around CCCC 2018 revealed a number of misunderstandings about the CCCC budget and budgetary processes. CCCC finances are complex and can seem complicated to members and elected leaders alike. CCCC’s annual budget is composed of three funds: its operating budget (CCCC often operates at a loss, its spending outpacing its revenues); its reserve fund (as per NCTE/CCCC policy, set at 150 percent of its operating expenses, to be used only in the case of an emergency in order to keep the organization solvent for at least a year); and its contingency funds (for revenue exceeding operating expenses, largely investment income). The contingency fund is a discretionary fund, one that past CCCC leaders wisely dedicated to underwrite large capital expenditures or to support critical program initiatives as determined by the CCCC EC. Currently, our research grants and our summer conference pilots are financed out of this fund. For FY2018, the contingency fund also covered additional expenditures and revenue losses associated with CCCC 2018, and this fund is tapped whenever our spending exceeds our budgeted revenue. The contingency fund also serves as a guarantee against future contractual obligations, namely future convention sites. The contingency fund is a huge asset for the organization, but as investment income, it is also a variable one, as it grows and shrinks with the markets. Also, since it essentially serves as collateral against future convention contracts, it must be used prudently.
As I write this letter (June), we are nearing the end of the fiscal year with a projected loss of $150,000 on our FY18 operating budget, an anticipated loss, given the challenges around the Kansas City convention, and a far less catastrophic loss than what we would be facing had the convention been canceled. Strong returns on investments in recent years have enabled CCCC to accumulate financial reserves sufficient to absorb these unforeseen costs with minimal impact on programmatic spending. Additionally, the organization’s decade-long membership decline finally shows signs of stabilizing.

For Fiscal Year 2019, we budgeted more modestly to prepare for an inevitable market downturn and to begin to bring our spending in closer alignment with our revenues. Although CCCC has enjoyed and greatly benefited from strong returns on investment for several years, we cannot depend on these rates of return in the volatile marketplace, so the FY19 budget has been built around more realistic return rates. Also, because CCCC still dips into its contingency reserves to cover its operational spending, the FY19 budget includes some responsible cuts, mainly to spending that has gone underutilized in the past, to better balance the budget, a process that will need to continue in subsequent years to protect the organization should the country enter another recession.

Strategic Governance

The CCCC Executive Committee meets twice annually, in connection with CCCC and NCTE annual conventions. At the NCTE Convention in November, CCCC EC members also participate in a half-day working retreat, led by the incoming chair, to plan for the year ahead. Building on the work of my immediate predecessors, I chose to continue the action-oriented Executive Committee model spearheaded by Joyce Locke Carter, one that, in addition to conducting the business of the organization, directly takes up some of the challenging, long-term issues the organization faces and the important initiatives the organization facilitates, rather than delegating the work to committees. To enable this work, the CCCC EC was divided into subcommittees, some of which are continuations of previous years’ work. This year’s subcommittees include the following:

- **Special Projects:** This subcommittee focused on our CCCC awards program, developing clearer guidelines for proposing new awards
and assessing award continuation, creating clear protocols for awards as needed, and reviewing awards in light of our new mission statement.

- **Diversity and Inclusion**: A continuing subcommittee, this group was charged with reviewing previously collected data and recommendations related to diversity, examining current organizational policies and procedures, assessing current efforts designed to promote equity and inclusion, and developing prioritized recommendations for changes.

- **Member Engagement**: Formerly the subcommittee on Mentoring and Membership, this year, the Member Engagement Subcommittee focused on creating a “Starter’s Kit” for new members, identifying and assessing current efforts designed to promote member participation, retention, and leadership, and offering recommendations for changes or additions to current mentoring and member engagement activities.

- **Advocacy and Public Engagement**: This group was charged with finding ways to engage members with current NCTE policy and advocacy efforts and resources, including Advocacy Day and the Policy Analysis Initiative. Additionally, this group was tasked with finding ways to connect CCCC members to relevant policy resources to enable them to advocate in their own contexts and with coordinating public writing activities, such as the Write-In, in conjunction with NCTE’s National Day on Writing/#WhyIWrite.

- **Listening and Communication**: A new subcommittee, this group focused on organizational transparency and feedback. For a large organization comprising many subgroups, communication can be challenging, something that became especially apparent in our discussions related to CCCC 2018 in Kansas City. The goals of this subcommittee were to develop clearer channels of communication to members and also to develop mechanisms for gathering information from members, for instance, through face-to-face and online town halls.

Related to the Listening and Communication Subcommittee’s work, the officers and I have also made a concerted effort to be more transparent
with the CCCC EC and the membership, providing monthly updates about
the officers’ meetings to EC members, seeking input from CCCC members
about various EC policies, and periodically sending out all-member com-
munications and updates about organizational activities. I have appreci-
ated receiving direct communications from members with their questions
and concerns throughout the year; communicating with elected CCCC
leaders is an important and productive part of a democratic process and
is strongly encouraged.

To facilitate the work of our action-oriented Executive Committee,
not only were key tasks divided up among subcommittees to enable the
EC to work more strategically and efficiently, but the EC also met more
frequently. A summer CCCC EC meeting was held via Zoom to provide
time for subcommittee updates and a few other business items, which we
otherwise would have had to wait until November to address.

While the EC is attempting to take on more of the organization’s work,
committees and task forces still play a vital role for the organization, espe-
cially for targeted, time-sensitive tasks. In addition to the position statement
task forces discussed earlier, one new committee, the Social Justice at the
Convention (SJAC) Committee, was formed, with the charge of carrying on
the productive and well-received work of the 2018 CCCC SJAC Task Force
at future conventions. For the most part, committees and task forces serve
finite terms, according to the needs of the organization; however, some
committee work is necessarily ongoing, particularly committees tied to
convention activities, such as Newcomers’ Orientation, Undergraduate
Research, and accessibility (Committee on Disability Issues), and to awards,
such as the Research Committee.

Finally, an integral part of governance is our annual elections. The
2018 Nominating Committee did an excellent job creating a strong ballot
of candidates to serve the organization. I’d like to personally thank all who
volunteered to stand for election. Your willingness to invest in the organi-
zation bodes well for CCCC’s long-term health. I’d also like to welcome
the following newly elected members to the CCCC Executive Committee:
Julie Lindquist, Assistant Chair, Michigan State University, East Lansing;
Chris Blankenship, Salt Lake Community College, Utah; Resa Crane Bizz-
aro, Indiana University of Pennsylvania; Cristyn L. Elder, University of New
Mexico, Albuquerque; Candace Epps-Robertson, Old Dominion University,
Norfolk, Virginia; Heidi Estrem, Boise State University, Idaho; Jennifer Sano-
Franchini, Virginia Tech, Blacksburg; and Trixie G. Smith, Michigan State University, East Lansing. I congratulate the 2019 Nominating Committee members: James Chase Sanchez, Chair, Middlebury College, Vermont; Jeffrey Klausman, Whatcom Community College, Bellingham, Washington; Rebecca Lorimer Leonard, University of Massachusetts, Amherst; Santos Ramos, Grand Valley State University, Allendale, Michigan; and Rachel Riedner, George Washington University, Washington, D.C.

I close this letter—and my term as CCCC Chair—with a combination of relief and nostalgia. Through my election to various TYCA and CCCC leadership roles, I have served on the CCCC Executive Committee on and off since 2006. It has been an interesting and fulfilling experience to watch the organization evolve, to have the chance to work with smart, committed members representing all facets of the organization, and to participate in the many decisions and initiatives undertaken during this time period. As I’m sure my predecessors can attest, serving as CCCC Chair brings its own unique set of challenges and rewards, but I am thankful for the collaborative spirit and support of my fellow officers, who make all challenges easier. I am grateful to the organization for the opportunities it has provided me and appreciative of its demonstrated commitment to electing two-year college faculty into leadership roles. And I especially thank you, CCCC members, for your energy and investment in the organization. I have been constantly amazed and humbled by your generosity and conscientiousness, your passion and dedication. CCCC is the organization it is because of you. It has been my great privilege to serve as your chair. Thank you, and best wishes.

Carolyn Calhoon-Dillahunt
CCCC Chair
Yakima Valley College