

ARCHIVAL

OUTLOOK

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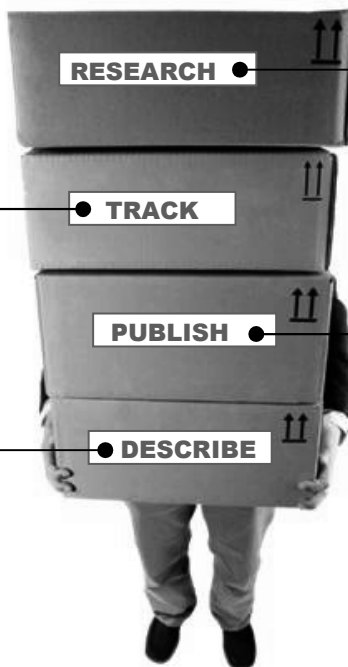
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Courtesy of Francis French.

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COVER PHOTO: Jailbreak: Inmates at the San Quentin Prison participate in the tumbling competition at the 17th annual track and field meet held at the facility. In addition to traditional track and field events, the meet also included non-traditional activities, such as tug-of-war between teams recruited from the San Quentin mill and shops, a pie-eating contest, sack races, clowns, and musical and stage entertainment. A true field day, prison rules were suspended and prisoners were allowed to participate in athletic and stage events, cheered on by their fellow inmates. *Courtesy of Anne T. Kent California Room, Marin County Free Library. Submitted by Carol Acquaviva.*

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PRESIDENT'S MESSAGE

Gregor Trinkaus-Randall

Massachusetts Board of Library Commissioners
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Cooperation and Collaboration— An Initial Step . . .

In two previous columns, I addressed the concepts of cooperation and collaboration in general terms—providing hypothetical situations in the one instance and writing about cooperation in developing disaster plans in another. In addition, I wrote about the possibilities of individuals and/or institutions collaborating to accomplish a concrete goal. Now I'd like to discuss a process that SAA is setting in motion to investigate ways in which regional archival organizations might cooperate with one another and with SAA to advance professional goals.

For many years there appears to have been a chasm between regional archival organizations and SAA, despite the fact that many regional members and officers are also SAA members. I am not going to delve into the reasons this situation exists except to say that it seems to have historical roots. However, there appear to be a number of areas in which regional organizations can cooperate with one another and with SAA. As someone who has been active in

a regional archival organization and SAA, I have participated in many activities at both levels that benefited members of each organization.

**We hope that this summit
will be a springboard for
continued, substantive
discussions at all levels that
will produce meaningful
results for the benefit
of archivists in all areas
of the profession.**

To investigate how to develop cooperative ties and activities among these groups, the SAA Council approved at its January meeting a proposal to convene a summit of regional archival associations in conjunction with SAA's 2012 Annual Meeting in San Diego. The inaugural summit will be co-hosted by SAA and the Society of California

Archivists (the "local regional"). A joint task force of SAA and SCA members has been formed to plan for the summit.

Responding to a fall 2011 inquiry, regional representatives indicated an interest in convening such a gathering to discuss cooperation and collaboration not only between SAA and the regional organizations, but also among regionals.

The joint task force will develop the agenda based on issues raised and prioritized by regional officers. Once the initial invitation to participate has been distributed, we hope that regional officers will discuss the issues with their boards at their spring meetings and respond to the joint task force so that the ideas can be compiled and serve as the basis for the agenda. We hope that this summit will be a springboard for continued, substantive discussions at all levels that will produce meaningful results for the benefit of archivists in all areas of the profession. We look forward to an exciting and productive exchange of ideas in San Diego. ■

ARCHIVAL OUTLOOK



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The Society of American Archivists serves the education and information needs of its members and provides leadership to help ensure the identification, preservation, and use of the nation's historical record.

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“The Spiel”

aka Processing Advice for Student Assistants

Larry M. Brow, Spencer Research Library, the University of Kansas

The manuscript processing department in the Spencer Research Library at the University of Kansas runs primarily on the labor of student assistants. Some of them—PhD students, for instance—have had years of experience, while others are newly hired and must be trained. As part of that training, each new processor gets “the spiel.” It’s fairly simple, has only three main points, and goes something like this:

The Spiel

1

When you process a collection of papers, particularly personal papers, you will inevitably become the international expert on that subject, that person. No one else

2

will ever know as much about that collection as you do. Embrace the role. Be curious. Take notes on the side when you need to, especially with regard to dates, the names of colleagues and family members, and genealogy. Your supervisor and the curator will very likely have questions about your collection that ONLY YOU will be able to answer. And when you are no longer working in our repository, we who remain will miss you all the more because you won’t be here to answer questions about that person and the collection.

Be very careful not to destroy any information in the papers you process, including (in most cases) the original order

3

You will inevitably come across material, or a whole collection, that seems like it WILL NEVER BE OF INTEREST TO ANYONE. This is a dangerous and “toxic” idea because it can eat away at your will to do your job properly. Don’t worry about who that first researcher will be. He or she may or may not come. Besides, it’s impossible to predict the future direction of humanities research. Forget the idea of that first researcher. Our focus is on the *second researcher*.

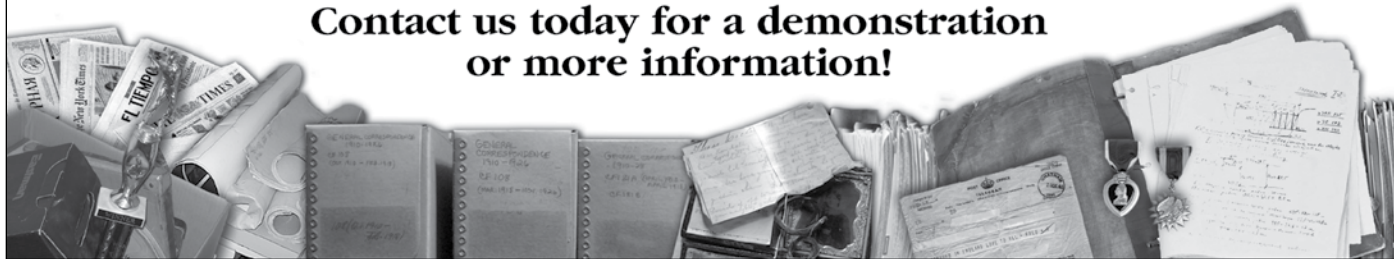
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Advocacy Is . . .

A year after the SAA's publication of *Many Happy Returns: Advocacy and the Development of Archives*, editor **Larry J. Hackman** offers a few more observations . . .

In the book *Many Happy Returns*, I defined advocacy as “activities consciously aimed to persuade individuals or organizations to act on behalf of a program or institution, in our case archives.” I added that advocacy is “an investment that we make when we intentionally and strategically educate and engage individuals and organizations so they in turn will support our archival work.”

A description I prefer to my own is from the Museum Association in Great Britain: “The process whereby an organization seeks to influence others in order to gain support for its mission, interests or a course of action. In order to achieve this, networks of support are developed and used to lend credibility, wield influence and offer third-party endorsement.” In this description, cited in the March 2011 special advocacy issue of the magazine of the Archives and Records Association of Great Britain, I especially like the emphasis on wielding influence and on developing networks of support.

Archivists Already Know a lot about Advocacy, However . . .

We know a good deal about advocacy just from our everyday experiences and from our observations over time of how archives and other organizations prosper—or don't. Advocacy is not mysterious or even very complicated. It is accepting what we know (or can easily find out) and then acting on it that often seems to give us pause, that sometimes appears to paralyze us.

Perhaps the key step is for every archivist working in a repository to recognize advocacy as a responsibility, to acknowledge that advocacy is neither an add-on to our “real” responsibilities nor an optional “nice to do.” Effective advocacy is vital to the success of the archives that employ us now and, we hope, in the future.

Influence Is Vital to Effective Advocacy

Influence remains the essential resource that archivists lack the most and value the least. From the 1984 study “The Image of Archivists” (available at <http://www.archivists.org/governance/taskforces/Image-of-Archivists-Levy1984.pdf>), we learned of the perceptions of archives resource allocators more than a quarter of a century ago. That study told us that the resource allocators surveyed believed they largely could ignore archivists because most were inactive and/or ineffective in their direct advocacy and lacked other influential advocates on their behalf. Archivists, no matter how effective in our basic archival functions, must be able to build and then demonstrate support from “significant other” allies both within and beyond the organizations in which we operate.

Archives need to be influential enough to compel decision makers who have an impact on us to pay attention to our condition and needs, realizing that influential others are watching and expect that we will be treated fairly and favorably. The mere fact that individuals and organizations that are important to our internal decision makers are interested in the archives can be a major force on our behalf.

Identifying, engaging, educating, and involving individuals and organizations that can influence our resource allocators is hard work, but it usually does produce many happy returns on our investments in advocacy. Although social media offer many opportunities to more easily communicate with, engage, and involve audiences, building meaningful relationships with “significant others” usually is best done through personalized, one-on-one advocacy.

Archival Advocacy Starts at Home

Archivists certainly should participate in advocacy campaigns on behalf of the broader archival community, as when we lobby for appropriations for federal grant agencies or to halt undesirable legislative proposals, or when we work for expanded statewide archival programs and services, or when we join forces to advocate to rescue an endangered archives. Useful as such external advocacy may be, we can benefit the cause of archives most directly and most effectively through advocacy for the archives in which we work. We should view advocacy at home as our primary and abiding advocacy responsibility.

Archives, Advocacy, and “Society”

SAA's 1980s task force on archives and society promoted an important transition whereby our profession (1) began to look outward more actively to foster better and broader public awareness of archives and archivists and (2) became more conscious of our lack of influence with resource allocators. The task force's legacy has been enriched over the years by the good work of the SAA and many other archival organizations through efforts such as archives week/archives month.

However, public “awareness” and the “general public” tend not to drive effective advocacy for an individual archives. Even broad and deep awareness is still a long way from action, and the general public (or society) seldom brings it about. Effective advocacy aimed at action on behalf of the archives is targeted in terms of both goals and audience.

Advocacy Is Not the Same as Outreach

Outreach by an archives generally aims to reach and extend services to new audiences or to better serve existing customers; advocacy, in contrast, usually seeks to persuade others to take particular action in support of the archives. Effective outreach can be linked to advocacy and thereby can make advocacy more effective. In turn, successful advocacy can help secure resources that enable an archives to broaden its outreach programs. But they are not the same thing and they ordinarily do not have the same main purpose.

A Good Case Statement Is Fundamental to Effective Advocacy

An archives needs to develop and then keep fresh a core case statement, a document that, in its basic form, is addressed to audiences that have at best a limited understanding and appreciation of the archives. This case statement should make clear the mission and objectives of the archives and describe, and perhaps illustrate, its holdings, operations, services, and benefits. It is useful to include carefully chosen testimonials from organizations and individuals who care about or have benefitted from the archives.

The case statement should briefly outline the current condition of the archives and its larger vision for the future and suggest what the gap between the two implies about what will be necessary for the archives to achieve its vision. Narrowing that gap usually is the aim of advocacy. Careful preparation of the content of a basic case statement is in itself an excellent exercise for any archives to clarify what it is, what it wants to be, and the main changes needed to get it there.

An Archives Needs a Broad Advocacy Agenda

The whole infrastructure of the archives should be viewed as subject to advocacy—not only the budget and personnel, but also the authority, services, policies, placement,

and other forms of support that the archives needs from its parent organization. Advocacy to reduce constraints in these areas often is as or more important than incremental increases in budget and personnel. Removal of such barriers can open the way for long-desired fundamental change in the condition of the archives.

A Visiting Committee or Advisory Board Can Be an Archives' Best Advocacy Tool

As we build support networks, we should consider that advisory and oversight bodies can become our most natural, knowledgeable, and influential advocates. Archives should work to have such bodies created—and then work some more to influence the appointment of members, their agenda, their recommendations, and their advocacy actions.

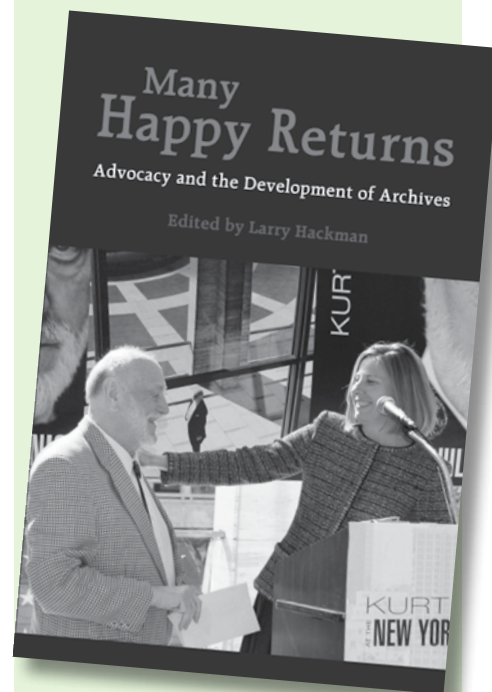
A strong advisory or visiting committee for an archives ordinarily should have some members who bring expertise relevant to the archives but mostly members who have diverse experience and a variety of influential or otherwise useful connections. Such an advisory group can give an archives good counsel and can endorse recommendations that the archives helps them to formulate; such a body also offers a vehicle for sharing information about the archives and its needs that otherwise might be held internally.

Members can help build the archives family to include the advisers' peers in the community and their colleagues in their own fields. They can with some legitimacy directly advocate the archives' interests with internal decision makers and with others who can help.

Advocacy Cannot Substitute for Performance

Advocacy to strengthen an archives can supplement—but cannot substitute for—sound archival performance. Highly effective advocacy is problematic unless a reputation has been established for professional competence, seriousness of purpose, and effective service producing tangible, demonstrable benefits. ■

Tips for Success



Archivists can (and should!) invest time in advocacy efforts to produce “many happy returns” for themselves and their archives. This book offers sound advice from 23 well-versed archivists and allied professionals who teach you how to advocate effectively for your archives. In addition to practical techniques and tactics, 13 case studies give insights from archivists on their advocacy strategies and lessons learned.

To pick up your copy from SAA's online bookstore, visit www.archivists.org/bookstore.

This article draws in large part on “Love Is Not Enough: Advocacy, Influence and the Development of Archives” by Larry J. Hackman in the *Journal of the Society of Archivists* (April 2012), and also on the keynote address Hackman delivered to the Archives and Records Association of Great Britain in Edinburgh, Scotland, in September 2011. Your comments are welcome on the opinions expressed; send them to Lhackman@kc.rr.com.

Archives in a New Context

The LBJ Time Machine

Liza Talbot, Archivist, Lyndon Baines Johnson Presidential Library



Congressman Lyndon B. Johnson and Mrs. Mattie Malone examine an electric light fixture, May 29/30, 1941. *LBJ Library photo by Austin American-Statesman.*

A good finding aid provides points of access to a collection.

At the Lyndon Baines Johnson Presidential Library and Museum in Austin, Texas, we are experimenting with providing *other* points of access—through the materials themselves. We are doing this on the Web via a Tumblr blog called *The LBJ Time Machine* (at <http://lbjlibrary.tumblr.com/>), which uses multimedia archival materials to tell the story of Johnson's life and legacy from his birth in 1908 through the current day.

On the Web, digitized materials can be recombined in an infinite number of ways without impugning the integrity of the physical arrangement.

The blog is a product of a brainstorming session held by our communications director, looking for ideas to promote the redesign currently in progress at the museum. The resulting blog, which will run until the grand reopening of the museum on December 22, 2012, is written by three volunteers and the library's digital archivist. We chose this model because, like many archives, we have limited staff



Congressman Lyndon B. Johnson talking with Mr. and Mrs. J.E. Harrison and Joyce LaFerne, May 30/31, 1941. *LBJ Library photo by Austin American-Statesman.*

time to devote to an online exhibit, but we wanted the archival staff to have editorial oversight.

Creating New Virtual Arrangements

As archivists, we arrange our collections according to original order and provenance, and we describe those collections in terms of their context and content, especially those characteristics that are not apparent from the arrangement. Description allows us to maintain the integrity of the collection while giving researchers footholds via keywords, dates, names, etc. On the Web, digitized materials can be recombined in an infinite number of ways without impugning the integrity of the physical arrangement. We can create new, *virtual* arrangements that provide points of access via the items and their metadata.

One of the unique characteristics of the *Time Machine* is that in addition to linking to our own materials, we also link to public



and *voilà*! You have created an exhibit that is appealing to new users.

Letting the Web Do What It Does Best

Curation for the Web is a fact of life these days, given that digitizing everything is a practical impossibility for most of us. For years, researchers have been finding our materials through online searches that take them directly to a description; we provide the surrounding context

material to support other functions of our institution, such as communications, it improves our visibility and helps us compete for funding.

Creating item-level descriptions, curating artificial collections, and blithely crossing boundaries of collections and institutions: Is this really something archivists should be doing? Well, who knows your materials better than you do? Every institution is multifaceted and every collection has hidden aspects of interest to somebody. The Web can help you highlight them. People who are not interested in President Johnson may still be fascinated by Mrs. Johnson's home movies of the University of Texas in 1943, for example. Our 1941 campaign photographs are outside of our most popular White House collections, but they are among the favorites of our staff.

Our photo archivist recently wrote a post explaining how photography in the 1940s is far different from today. We think that such alternative contexts can be interesting to many people who may not think of themselves as "users of archives." The people who follow us on Tumblr are younger than our followers on any of our other social media platforms. These young people are our future donors and taxpayers.

Why not build them a *Time Machine*? ■

domain content from other institutions. Hyperlinks are the Web's building blocks, and we leverage them to help users explore the archival world, discovering connections across institutional boundaries. The *Time Machine*'s virtual arrangement links the object to the archival arrangement at its "home" institution. Linking to other institutions helps raise their online profiles as well.

Audiovisual materials have an immediacy that is perfect for the Web . . .

At the LBJ Library, we have a photographic collection from then-Congressman Johnson's 1941 Senate campaign, which includes stark images of the Texas Hill Country. We juxtaposed several of those images with a photo from the Austin History Center of bustling Austin from the same year. Audiovisual materials have an immediacy that is perfect for the Web, and they are often already described or catalogued at the item level. If you have them online already, they just need to be linked. Link to the materials on a blog

in the archival record, and researchers can pursue or ignore it as they choose. We should let the Web do what it does best: facilitate sharing and discovery through linked pages. Curation should also be a strategic decision. If we use our archival



U.S. Senatorial candidate Lyndon B. Johnson (at microphone) addresses a crowd, June 28, 1941. His mother (Rebekah Baines Johnson) and wife (Lady Bird Johnson) are seated behind him on the porch. *LBJ Library photo by Austin American-Statesman.*

What's In It for *Me*?

The Role of People in Developing and Implementing a Recordkeeping System: Research on Organizational Culture by InterPARES 3

Elaine Goh, the University of British Columbia

Archivists and records professionals know that organizational culture can affect receptiveness among records creators in adopting and using a records management system. Organizational culture factors also can affect records creators' level of compliance in adhering to records management policies and procedures. The Sedona Best Practice Guidelines and Commentary for Managing Information and Records in the Electronic Age (2005) recommend that the records management program and policy "be consistent with an organization's culture, actual experience, and needs." For these guidelines to be workable, however, the values, assumptions, mental constructs, and recordkeeping behavior and practices of various stakeholders within the organization must be understood and managed. The research study adopts the perspective that "people are the biggest risk" and archivists should immerse themselves in the "trenches" and establish relationships with their stakeholders.

A New Study by InterPARES 3

Records professionals have asked for more empirical research to understand the record creation and recordkeeping practices within each specific organizational context. To this end, the organizational culture general study conducted by the International Research on Permanent Authentic Records in Electronic Systems (InterPARES 3) Project at the University of British Columbia (UBC) aims to uncover the socio-cultural factors enabling and limiting the development and implementation of a sustainable records management system.¹ The risk assessment toolkit has been developed to enable organizations to assess their level of risk exposure relating to organizational culture factors.²

Led by principal investigators Victoria Lemieux from the School of Library, Archival and Information Studies (SLAIS)

and Ronald Cenfetelli from the Sauder School of Business at UBC, the general study focuses on the organizational dynamics and worldviews among various groups of stakeholders on their perceived roles and responsibilities in recordkeeping and preservation. These stakeholders include archivists, records managers, IT professionals, and records creators.

A role-based culture that operates on a hierarchical structure and has clearly defined lines of authority (such as in government bureaucracies) is generally more receptive to records management initiatives.

To assist in understanding the varying worldviews of these stakeholders, the research also elucidates, via qualitative analysis, the different ways in which stakeholders conceptualize and internalize their understanding of a record in their organization.

Interdisciplinary Approach

The research team embarked on an interdisciplinary study, drawing upon theories and frameworks from the disciplines of archival science, organizational theory, and information science. To complement the top-down analysis and review of the literature, the team also conducted an inductive analysis of 30 interview transcripts with 32 stakeholders from a variety of small- and medium-sized Canadian organizations, including municipal public archives, university archives and private/thematic archives, an institutional repository, a law firm, a financial institution, and a financial regulatory body.

To enhance the transferability of the research findings to other organizational contexts, interviews were conducted with stakeholders from organizations external to the InterPARES 3 project. Reports from the various case studies and minutes of meetings conducted with InterPARES 3 researchers and the graduate research assistants from SLAIS were analyzed as additional data sources.

"Typology of Cultures"

A number of themes have emerged from an analysis of interviews and other data sources. First, it is possible to develop a typology of cultures and map it with the organization's recordkeeping practices and the recordkeeping behavior of the organizational members. A *role-based* culture that operates on a hierarchical structure and has clearly defined lines of authority (such as in government bureaucracies) is generally more receptive to records management initiatives.

A challenge for records professionals working in a *role-based* culture is that they must enlist support from senior management for records management initiatives and obtain the necessary buy-in from middle managers and supervisors.

In contrast, those working in a *person-based* culture, which is typical in an academic environment, tend to view recordkeeping responsibilities as an administrative burden and tend not to make a clear distinction between their personal records and the "corporate" records of the organization.

This is partly because they often enjoy a higher level of independence and autonomy in their work as compared to those who work in a role-based culture. In a person-based culture, records professionals need to work with organizational members on a

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Become the Next Webinar Developer

Jennifer Johnson (Cargill Incorporated), SAA Committee on Education

Twenty-two webinars offered by SAA since 2004 have benefited some 10,400 people. (Yes, that's 10,400!) And we'd like to explore more webinars. Why not develop one with us?

A webinar is a 60- to 90-minute educational workshop that is offered online. It is offered "live" by instructor(s) to multiple sites. The webinar is also recorded so that it can be made available later in two ways: Online On Demand and, when appropriate, as an audio CD for purchase via the SAA bookstore. Attendees can host webinars at their sites

and make the handouts available to larger audiences, attend at their own computers, or attend at someone else's site. SAA currently uses Peach New Media to host the webinars and archive them for Online On Demand access.

Once recorded, webinars have enjoyed an astonishing popularity with secondary audiences—and the potential is vast. Both CD and On Demand sales remain popular for previously recorded webinars. On Demand sessions may also be aired for

larger audiences, particularly if you would like to reach archivists and recordkeepers at the local level. For example, the Twin Cities Archives Round Table of Minneapolis-St. Paul has purchased SAA webinars via Online On Demand to air during its meetings. With a licensing fee of \$145 and 20 people in the room, that works out to just \$7.25 per person!

Education Tool

First and foremost, webinars are a tool for education. They're a great way to provide in-depth exploration of a particular topic, with examples and case studies. Past webinars have covered such topics as Archivists' Toolkit and Archon, change management, and privacy and health information. Several are offered as part of the new Digital Archives Specialist (DAS) curriculum, including Archival Content Management Systems, Beginner's Guide to Metadata, and Electronic Records: Preservation Options of PDF. A complete list of Online On Demand webinars is available at <http://www2.archivists.org/prof-education/das>.

For anyone who is new to developing webinars or workshops for SAA, there's even a webinar for that! It's designed to help new trainers develop robust courses with

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FROM THE ARCHIVIST OF THE UNITED STATES

David S. Ferriero

National Archives and Records Administration
david.ferriero@nara.gov

Getting Ready for a New Generation of Archivists

When I visited NARA facilities around the country during my first two years in this job, I also tried to stop at local colleges and universities to talk to the students in the archival and library science programs. My aim was simple: I wanted to get them excited about working for the federal government—especially at the National Archives.

We're going to need these students in the coming years. The President has ordered NARA to take the lead in overhauling the management of government records in all federal departments and agencies. That's a very big job, and we're going to need help. But what are we looking for in modern-day archivists, archives technicians, and archives specialists?

First, we are definitely considering people with a broader background than when I was a graduate student at Simmons College of Library and Information Science in Boston. In addition to archival and library science, history and other subject matter areas are important. Above all, we want people who can connect archival work with real-life experiences.

Technical savvy is a given. That includes not only experience with the latest technologies, but also a sense of excitement about putting those technologies to work.

Next, with all the rapid change going on, today's archivists must be highly adaptable and able to tolerate ambiguity. If you need a blueprint of what your job is going to be like in five years, the archives isn't for you. Things move and change quickly here.

You also have to be very comfortable with collaboration. Can you "play well with others"? Working with diverse people and a range of organizations is more important than ever in an era of shrinking budgets. And the best way to develop that ability is not through academic work but with hands-on experience.

Finally—and this underlies all the other requirements—we're looking for archivists with a strong passion for working with people. A customer-driven organization needs a customer-driven staff. All this translates into a new set of competencies for archives and archives specialists that we are now rolling out. In addition to requiring traditional knowledge of archival principles, practices, and techniques, we require them to have a number of additional abilities.

Here's what future archivists will need to be able to do and some of what's involved:

- **Think creatively in solving problems.** Determining the critical issues, gathering and analyzing information, and targeting the root cause of problems. Finding new ways to promote efficiency, effectiveness, and productivity.
- **Execute plans and achieve results.** Planning and organizing time to work productively and efficiently and to maximize the quality and quantity of work. Ensuring that individual priorities and goals are aligned with those of the team, manager, and agency. Being able to quickly adapt to challenging obstacles, changing priorities, or increasing demands.
- **Build relationships through interpersonal skills.** Developing and maintaining professional, trusting, and positive working relationships with others at all levels, internal and external. Initiating communication and partnerships and working effectively with diverse teams.
- **Promote customer service satisfaction.** Ensuring internal and/or external customers receive the level of service that builds their trust and confidence, even in difficult or complex situations. Developing new ways to meet customer needs and expectations, removing barriers to delivering customer service and support, and taking the initiative to improve processes based on customer feedback.
- **Communicate with impact.** Informing others clearly and respectfully. Tailoring the amount, style, and content of messages to the needs of the audience and handling and resolving questions and contrary opinions in a positive and constructive manner.
- **Promote organizational awareness.** Acting to support the agency's mission and function, clarifying and promoting the value and importance of agency programs, policies, procedures, rules, and regulations.
- **Influence and negotiate with others.** Shaping others' opinions, convincing or persuading others, and gaining support through your own actions in an ethical manner. Achieving mutually satisfying agreements in negotiations with others.
- **Demonstrate business savvy.** Applying business principles, methods, and processes (such as cost-benefit analysis) to solve problems. Planning and prioritizing activities consistent with organizational goals, using data and evaluating the costs, benefits, and impact on others when making business decisions.
- **Manage projects.** Achieving desired outcomes on projects on time and within budget. Designing and planning the project, defining the project workflow, and managing the project team. Optimizing the contribution of the people involved, and assessing their impact on quality, productivity, schedules, cost, performance, etc.

Continued on page 21 >>

The following articles are excerpted from the National Coalition for History's Washington Update, prepared by NCH Executive Director Leland White. SAA is a member of NCH. To subscribe to the free weekly online newsletter, subscribe to the RSS feed, or read the full articles, see <http://historycoalition.org/>.

NHPRC Announces \$2.5 Million in Grant Awards

In early January, Archivist of the United States David S. Ferriero awarded 40 grants totaling \$2.5 million for historical records projects in 27 states and the District of Columbia. The National Archives grants program is carried out through the National Historical Publications and Records Commission. Roughly half of that total, \$1.27 million, went to 10 publishing projects from the U.S. Colonial and Early National Period. Nearly \$700,000 in funding went for State and National Archives Partnership (SNAP) grants to 23 state historical records advisory boards. In addition, the Oregon State Archives received an Electronic Records grant to support a two-year project to manage and preserve the records of the Governor's office and to work with the Washington State Digital Archives to create a regional system of managing state government electronic records.

Archivist of the U.S. Names New Director of Presidential Libraries Office

Archivist of the United States David S. Ferriero recently announced the appointment of Susan K. Donius as the Director of the Office of Presidential Libraries, effective February 26, 2012. In her new position, Donius will direct and coordinate the Presidential Library system.

National Declassification Center Issues Progress Report

The National Archives National Declassification Center (NDC) has issued its fourth biannual Report on Operations, covering the period of July 1, 2011–December 31, 2011. The NDC has assessed 70 percent of the classified records backlog since its inception in January 2010. In the last six months, the NDC:

- Completed the declassification review, processing, and release of extensive Cold War–related materials in time for the 50th anniversary of the construction of the Berlin Wall. A well-attended public seminar marking this event was held October 27, 2011, in the William G. McGowan Theater of the National Archives Building.
- Prioritized the processing and declassification of more than one million classified pages from the Truman through Carter administrations in coordination with the National Archives Presidential Libraries.

The full report is available online at <http://www.archives.gov/declassification>.



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Georgia's New Special Collections Facility

The University of Georgia's new state-of-the-art special collections facility—the Richard B. Russell Building—houses the Hargrett Rare Book and Manuscript Library, the Russell Library for Political Research and Studies, and the Walter J. Brown Media Archives and Peabody Collection. The University broke ground for the \$46 million, 115,000-square-foot structure in January 2010. Each library has its own galleries in which to display permanent and rotating exhibits. Additionally, there are classrooms to allow the integration of primary-source materials into instruction and meeting spaces for screenings, colloquia, and other public programs. The building includes digitization facilities for paper-based materials, mov-



The Richard B. Russell Building. *Courtesy of UGA Libraries.*

ing images, and audio, as well as an oral history studio. A highlight of the building is a 30,000-square-foot, Harvard-model, high-density storage facility constructed largely below grade. Items are retrieved using a motorized order picker to reach the 30-foot-high shelves. A grand opening celebration was held Feb. 17.

United Spanish War Veterans Index

The Indiana Digital Archives has new collections available—the United Spanish War Veterans (USWV) database includes more than 6,470 entries for members of the Indiana Department of the USWV. The database, including the Indiana subset, was created by the merger of three smaller record sets from 1904 of Spanish-American War veterans. At the peak of the war, there were more than 90 posts located in towns across Indiana. See www.indianadigitalarchives.org.

Slick Papers Available at University of Texas at San Antonio

The family of Thomas Baker Slick Jr., founder of the Texas Biomedical Research Institute and other science organizations in San Antonio, has donated his papers to the UTSA Libraries Special Collections. Slick, the son of legendary oilman Tom Slick Sr., used his inheritance to support activities in a variety of fields, including scientific research, oil drilling, cattle breeding, and exploration. He established five research institutions, including the Texas Biomedical Research Institute, the Mind Science Foundation, and the Human Progress Foundation. Slick was also co-inventor of the lift-slab method of building construction and wrote two books on world peace. Visit <http://www.lib.utexas.edu/taro/utsa/00302/utsa-00302.html>.

Vatican Library Digitization Project

The Vatican Library is taking a giant leap to the web. By using NASA technology, it is scanning 80,000 of its manuscripts. The technology used is called FITS, which stands for Flexible Image Transport System. The process is divided into three stages. The first included scanning 8,000 of the 80,000 manuscripts. The second was the actual digitizing, and lastly, the program stored all the information in high resolution. Among those selected is the Bodmer Papyri, a priceless manuscript that is the first-known transcription of the Gospel. For more info, visit <http://www.romereports.com>.

Social Studies Teachers' Institute

The second Social Studies Teachers' Summer Institute is being planned for June 2012 and will be held at the Mississippi State University Libraries with co-sponsorship by the Ulysses S. Grant Association and the National Park Service. Participants are selected on a first-come basis and will focus on teaching the relevancy of the American Civil War, whose 150th anniversary observance began last year. The six-day program includes lectures by Civil War scholars, along with visits to battlefields in Shiloh, Corinth, and Vicksburg. The rich Ulysses S. Grant Collection consisting of 15,000 linear feet of material provides the basis for study of archival and documentary techniques. Last year, 30 social studies teachers from across the state of Mississippi were the first to take part in the new Institute.

Craft and Folk Art Museum Launches Online Finding Aid

The Craft and Folk Art Museum (CAFAM) has played an important historical role in the development of the Los Angeles art scene and has launched the careers of well-known artists who are currently highlighted in the exhibition *Golden State of Craft: California 1960–1985*, a part of the Getty's Pacific Standard Time initiative. The documents of this important historic period are now available in the CAFAM Records, 1965–1997, housed in the Library Special Collections at University of California, Los Angeles, and an index is available at <http://www.oac.cdlib.org/findaid/ark:/13030/kt5f59s1km/>. Former CAFAM librarian Joan Benedetti, working with the Special Collections staff, has completed the 14-year task of creating a keyword-searchable online finding aid now accessible to scholars worldwide in fields including art history, contemporary crafts, folk art, product design, world arts and cultures, folklore, museum studies, library and information studies, women's studies, and studies of Los Angeles, among others. This finding aid provides an index to the contents of the 6,208 folders in the 550 document boxes that hold the records. Individual sections of the finding aid include "scope notes" that describe or offer background on that particular section.



Logo for The Egg and The Eye Gallery. *Courtesy of CAFAM.*

MIT Receives Chomsky's Papers

MIT's Libraries will house the personal archives of noted linguist, political activist, and Institute Professor Emeritus Noam Chomsky.



Noam Chomsky

The significant collection spans a long and distinguished career, beginning when Chomsky joined MIT in 1955 in the Research Laboratory of Electronics, through his years as a professor in the Department of Modern Languages and Linguistics, then as institute professor. Often referred to as "the father of modern linguistics," Chomsky revolutionized the field and also made significant contributions to the fields of psychology, cognitive science, philosophy of language, and

philosophy of mind. "With this addition, the collection will be a complete archival resource that will provide researchers with unique insight into Professor Chomsky's thinking, and the development of the field of linguistics, as well as his views on significant issues in social activism from post-WWII through current day," MIT Institute Archivist Tom Rosko said.

Human Rights News

The Human Rights Working Group of the International Council on Archives publishes an informative monthly newsletter. Compiled by Trudy Peterson, lately it has featured a series of brief discussions on the Articles of the Universal Declaration of Human Rights and the archival holdings that relate to them. There is also international and national news, information about related publications and conferences, and reports from the Human Rights Working Group. To subscribe to the newsletter, enter the required information on the form at <http://www.unesco.org/archives/hrgnews/managesub.php>. If you have relevant news to share, send it to trudy@trudypeterson.com or j.boel@UNESCO.org.

Archives of American Art Receives Major Grant from CLIR and Mellon

The Archives of American Art was awarded \$222,700 by the Andrew W. Mellon Foundation via the Council on Library and Information Resources "Hidden Collections" grant program for "Uncovering Hidden Audiovisual Media Documenting Post-Modern Art." The Archives' project was one of only 19 selected for funding from 71 applications. Barbara Aikens, chief of collections processing, is the project director and Megan McShea is the project audiovisual archivist. This three-year project will produce detailed finding aids for 12 archival collections that are rich in rare audiovisual material. The new finding aids will be made available on the Archives' website, dramatically increasing access to information about these hidden resources. Among the 12 targeted collections are the papers of painter Eleanor Dickinson, author Jan Butterfield, and video artist Paul Ryan and the exhibition records of the Finch College Museum of Art, an early venue for video art. Funds will support an audiovisual archivist, graduate interns, and a symposium. See www.aaa.si.edu.

White Paper Provides Guidance on Information Governance

ARMA International and the Electronic Discovery Reference Model (EDRM) recently published a jointly developed white paper, How the Information Governance Reference Model (IGRM) Complements ARMA International's Generally Accepted Recordkeeping Principles (GARP). It illustrates key responsibilities and interdependencies of information stakeholders—business, IT, RIM, and legal—in organizations pursuing higher levels of information governance. The IGRM is a communication methodology that promotes cross-functional dialogue and collaboration among those stakeholder groups. To download a free copy, visit www.arma.org/garp.

JFK Library Releases Remaining Presidential Recordings

The John F. Kennedy Presidential Library and Museum recently declassified and made available the final 45 hours of White House recordings that were secretly taped during President Kennedy's time in office. The tapes cover a range of important topics, events, and even moments, including: Vietnam, the 1964 presidential campaign, a discussion with Russian Foreign Minister Andrei Gromyko, Oval Office visits from President Kennedy's children, and the final recordings made before the President left on his final trip to Texas. Audio excerpts can be downloaded at <http://microsites.jfklibrary.org/webcast/pressreleases/Presidentialclips-CompleteSampleSet.zip>.



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Balboa Park, San Diego

**Katrina Pescador (San Diego Air and Space Museum) and Jane Kenealy (San Diego History Center),
2012 Host Committee**

No trip to San Diego is complete without a visit to Balboa Park—the cultural heart of our city and a great place to spend some time. During SAA’s 2012 Annual Meeting, August 6–11, at the San Diego Hilton Bayfront, make time to visit the park, which is home to a variety of museums, theaters, and cultural organizations with a multitude of activities available for all ages.

Balboa Park, originally named “City Park” when it was created in 1868, first came to prominence when it was chosen as the site for the 1915 Panama-California Exposition. It was a brave move for a city of 39,000 people to attempt to stage a world fair like Chicago and San Francisco, but the people of San Diego had big dreams. The Exposition was so successful that Balboa Park was host to the California Pacific International Exposition in 1935–36.

These expositions left a legacy of stunning architecture that remains to be enjoyed today: the Spanish-Renaissance style of the buildings on the Prado; the ornate 200-foot California Tower; the Cabrillo Bridge; and the “Streamline Moderne” Ford Motor Company Building (now home to the Air and Space Museum).

Today, Balboa Park, with 350 species of plants and more than 1,500 trees on 1,200 acres of rolling hills and canyons, is a perfect place for walking and enjoying the open space. There are many specialty gardens to explore, including the Desert Cactus Garden, Inez Grant Parker Memorial Rose Garden,

Japanese Friendship Garden, Palm Canyon, and Zoro Garden, with its recently planted butterfly garden. The Botanical Building, a large lath house with a long reflecting pool, provides one of the most picturesque views in San Diego.

The nation’s largest urban cultural park is home to one of the most renowned regional theater complexes featuring the Tony-award-winning Old Globe Theater, which produces an annual summer Shakespeare festival. The Spreckels Organ Pavilion dominates the center of the Park and features the world’s largest outdoor pipe organ. There are free organ concerts on Sunday afternoons and a variety of concerts

during warm summer evenings. Music also is presented regularly at the World Beat Center and the Centro Cultural de la Raza.

Perhaps the most popular attraction in the Park is the world-famous San Diego Zoo. The Zoo covers almost one hundred acres and is home to more than 3,700 rare and endangered animals and more than 700,000 exotic plants. Other interesting places to visit are the Spanish Village Art Center, a working community of more than 250 local artists, and the House of Pacific Relations International Cottages, where 32 groups promote multicultural goodwill and understanding through educational and cultural programs.



Spreckels Organ Pavilion. Image courtesy of Katrina Pescador.

“A Landscape of Art and Culture”



El Prado, c. 1915. Courtesy of the San Diego History Center.

And, Oh, the Museums!

For many of us in the archives profession, it is our privilege to work in the various museums, research libraries, and archives that call Balboa Park home. Almost all facets of the museum world are represented here, including:

- **Mingei International Museum**—dedicated to the art of the people (*mingei*) from all cultures of the world, with a library specializing in folk art, craft, and design.
- **Museum of Photographic Arts**—one of the first institutions in the country specifically devoted to photographic arts.

- **Reuben H. Fleet Science Center**—interactive science exhibits for all ages, as well as the world’s first IMAX Dome Theater.
- **San Diego Air and Space Museum**—collections of aircraft and space vehicles from around the world. Its Library and Archives is the third largest of its kind in the United States.
- **San Diego Automotive Museum**—a collection of cars and motorcycles that highlight 20th-century automotive culture.
- **San Diego History Center**—features exhibitions that reflect the diverse history of the San Diego region and an extensive research library of photographs and documents.

Register for SAA’s 2012 Annual Meeting

Registration for *Beyond Borders: SAA’s 2012 Annual Meeting* in San Diego, will open on April 16. For registration and housing information—and for tips from the Host Committee—see the conference website at <http://www2.archivists.org/conference/2012/san-diego>.

- **San Diego Museum of Art**—the region’s oldest art museum, includes European and American art and growing collections from Asia and contemporary Latin America.
- **San Diego Museum of Man**—the city’s only anthropological museum in the beautiful California Building, one of the original buildings from the 1915 Exposition.
- **San Diego Natural History Museum**—features exhibitions that focus on the natural history and ecological diversity of Southern California, with extensive library and archival collections.
- **Timken Museum of Art**—a world-class collection of European old-master paintings, American art, and Russian icons.

Visit the Balboa Park website at www.balboapark.org for more information. ■



Botanical Building and reflecting pool. Image courtesy of Katrina Pescador.

CALL FOR PARTICIPANTS / CALL FOR PRESENTATIONS

SOCIETY OF AMERICAN ARCHIVISTS 2012 RESEARCH FORUM

“FOUNDATIONS AND INNOVATIONS”

.....

TUESDAY, AUGUST 7, 9 A.M.–5 P.M.
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SAN DIEGO, CALIFORNIA

Participants' enthusiastic response to the past five Research Forums confirms that the full spectrum of research activities—from “pure” research to applied research to innovative practice—is of interest and value to the archives community. The 2012 Research Forum will build on previous success by continuing with a full day of presentations.

If you're:

- Engaged in research . . .
- Seeking to identify research-based solutions for your institution . . .
- Willing to participate in the research cycle by serving as a beta site for research trials
- Simply interested in what's happening in research and innovation . . .

Then join us for the 6th Annual SAA Research Forum: “Foundations and Innovations”!

Researchers, practitioners, educators, students, and the curious across all sectors of archives and records management are invited to participate. Use the Forum to discuss, debate, plan, organize, evaluate, or motivate research projects and initiatives. The event seeks to facilitate collaboration and help inform researchers about what questions and problems need to be tackled.

As archivists from around the country and the world convene at *Beyond Borders: The 2012 Annual Meeting of the Society of American Archivists*, the Research Forum will provide a platform to acknowledge current—and encourage future—research and innovation from across the broad archives community and for the benefit of the archives profession.

Research Forum Events at *Beyond Borders*

- **Research Presentations and Posters** (Tuesday, August 7, 9:00 a.m.–5:00 p.m.): Here's your chance to present, discuss, listen to, or view research reports and results on a variety of topics. The final 30 minutes of this session will seek input for SAA's 2013 Research Forum.
- **“Office Hours” in the Exhibit Hall** (Thursday, August 9, and Friday, August 10): Research Forum organizers will be on hand to hear your ideas about the Forum and for *ad hoc* discussions about specific research projects.
- **Poster Sessions:** Be sure to make time to visit the poster sessions, which will include practice innovation and research topics.

Call for Platform and Poster Presentations

.....

SAA invites submission of abstracts (of 250 words or fewer) for either 10-minute platform presentations or poster presentations. Topics may address research on, or innovations in, any aspect of archives practice or records management in government, corporate, academic, scientific, or other settings. Presentations on research results that may have emerged since the 2012 Annual Meeting Call for Proposals deadline in October 2011 are welcome, as are reports on research completed within the past three years that you think is relevant and valuable for discussion. Please indicate whether you intend a platform or poster presentation.

Abstracts will be evaluated by a review committee co-chaired by Nancy McGovern (Inter-University Consortium for Political and Social Research, University of Michigan) and Helen Tibbo (University of North Carolina, Chapel Hill).

Deadline for submission of abstracts: May 1, 2012. You will be notified of the review committee's decision by July 1.

Submit your 250-word abstract no later than May 1 via email to researchforum@archivists.org.

Council Adopts Revised Code of Ethics, Approves New Roundtables

Following two years of development by the Committee on Ethics and Professional Conduct, the SAA Council approved at its January 25–27, 2012, meeting in Chicago a revised *Code of Ethics for Archivists* and decided that the Code should appear in conjunction with SAA's *Statement of Core Values*, adopted in May 2011. According to the new preface accompanying the two documents on the SAA website: "Statements of ethics emerge from the core values of a profession. The *Core Values of Archivists* and the *Code of Ethics for Archivists* are intended to be used together to guide archivists, as well as to inform those who work with archivists, in shaping expectations for professional engagement. The former is a statement of what archivists believe; the latter is a framework for archivists' behavior."

In drafting a revision of the Code, the CEPC solicited member feedback via an open forum at the 2010 Annual Meeting and online from February 1 to April 4, 2011, receiving more than 60 comments. As noted in its report, "CEPC members support an aspirational Code of Ethics, but one that more clearly reflects recent scholarship and professional discourse regarding archival ethics and the profession's goals and identity." The Council also adopted a CEPC recommendation that the Committee develop online resources to accompany the Code, including a collection of supporting case studies. View the *Code of Ethics for Archivists* and the *Statement of Core Values* on the SAA website (www.archivists.org) under "The Archives Profession."

In addition, the Council approved petitions to form the Military Archives Roundtable (MART) and the Students and New Archives Professionals Roundtable (SNAP). Both will have organizational meetings at the 2012 Annual Meeting. To read more about the roundtables and to join, see the SAA website (www.archivists.org) under "Groups."

In other actions and discussions, the Council:

- Reviewed progress on SAA's FY 2010–2014 Strategic Priority Outcomes and Activities Plan.
- Approved a proposal to convene a summit of regional archival associations in conjunction with SAA's 2012 Annual Meeting in San Diego. The inaugural summit will be co-hosted by SAA and the Society of California Archivists (the "local regional"). A joint task force of SAA and SCA members will be formed to plan for the summit.
- Approved a recommendation that SAA staff draft and submit to the Institute of Museum and Library Services a proposal for funding of a National Forum Grant to prepare for the next iteration of "Archival Census and Education Needs Survey in the U.S." (A*CENSUS).
- Conducted an annual review of the Society's Equal Opportunity and Non-discrimination Policy, and made no changes.
- Discussed concerns about destruction of Occupy Wall Street archival materials by New York City personnel and approved a motion charging the Issues and Advocacy Roundtable to investigate and monitor the status of Occupy Movement archives, with a report to the Council in August 2012.
- Reviewed and discussed a report by Standards Committee Co-chair Marcy Flynn on the merits and costs of membership in the American National Standards Institute (ANSI). The Council determined that there are no compelling reasons at this time to justify the costs of ANSI membership.
- Discussed complaints received last year from some Annual Meeting attendees regarding provision of email addresses to conference exhibitors, and approved a motion to redefine SAA's database opt-out preferences to: 1) allow members to opt out of promotional email messages from SAA; and 2) allow members to opt out of promotional mail and email from external organizations and vendors.
- Discussed the need for contingency plans and crisis communications with Annual Meeting attendees in the event of extreme weather and other emergencies. The Council charged staff to work with SAA's meeting planners to develop response procedures.
- Discussed and made revisions to "Draft A" of the 2012 Annual Meeting schedule.
- Discussed ongoing concerns about retention, preservation, and provision of access to SAA's digital records and established a Council subgroup (Dooley, Kaplan, Landis, and McCrea) to investigate options and prepare a discussion item for the June 2012 Council meeting.
- Appointed Christopher Prom, William Wallach, and Peter Wosh as members of the Committee on the Selection of SAA Fellows. The three appointees will join the five most immediate past presidents in electing the 2012 class of Fellows.

In addition the Council dealt with a significant number of items related to SAA governance. The group:

- Approved "Guidelines for Preparation of Briefing Papers on Proposed Constitutional and Bylaws Amendments" for inclusion in the Governance Manual, based on changes in voting procedures adopted at the 2011 Annual Membership Meeting.
- Approved revisions to the Standards Committee's description and procedures.
- Approved a definition of "Working Groups" to be added to Section XIV of the Governance Manual.
- Discussed proposed revisions to the charge of the Cultural Property Working Group and reaffirmed the Council's desire to 1) have a working group dedicated to cultural property issues and 2) assign to that group the measurable activities currently outlined in SAA's FY 2010–2014 Strategic Priority Outcomes and Activities Plan.

Continued on page 26 >>

Cast Your Vote in the 2012 Election

Your vote counts! Casting your vote online is easier than ever. Just visit SAA's home page between March 15 and April 15 to select the candidates vying for 2012 SAA office in the following areas:

- Vice President/President-Elect
- Treasurer
- Council Members
- Nominating Committee

All individual members, student members, and primary contacts of institutional members who were in good standing on February 28, 2012, are able to vote. View candidate statements and vote today at <http://www2.archivists.org/governance/election/2012>.

MayDay: Saving Our Archives

On May 1, 2012, you can do something that will make a difference when and if an emergency occurs in your repository. MayDay is a time when archivists and other cultural heritage professionals do something *simple*—something that can be accomplished in a day but that can have a significant impact on an individual's or repository's ability to respond. Re-read key policy documents, just to keep the information fresh. Quickly survey collections areas to ensure that nothing is stored directly on the floor. Note the location of fire exits and fire extinguishers. Conduct an evacuation drill to acquaint staff members with the evacuation plan and to test its effectiveness. *Do something!* For more information and ideas, see www2.archivists.org/initiatives/mayday.

Download Badge for Using Archives

Share this resource with your users! SAA recently published a guide for the public to learn more about archives, *Using Archives: An Effective Guide to Research* by Laura Schmidt (archivist at The Marion E. Wade Center, Wheaton College). The online publication outlines the functions and procedures of archives, and is designed both for first-time archives users and scholars who have already conducted research in archives. Now you can download an attractive badge, add it to your website, and point your users directly to this resource. Check it out at www2.archivists.org/usingarchives.

2012 Research Forum: Call for Participants / Call for Presentations

Join us for the 6th Annual SAA Research Forum: "Foundations and Innovations"! Participants' enthusiastic response to the past four Research Forums confirms that the full spectrum of research activities—from "pure" research to applied research to innovative practice—is of interest and value to the archives community. The 2012 Research Forum (see <http://www2.archivists.org/proceedings/research-forum/2012/call>) will build on previous success by continuing with a full day of presentations. **Deadline for submission of abstracts: May 1, 2012.**

Survey Success!

SAA's 2012 Member Needs and Satisfaction Survey, conducted from January 17 through February 6, 2012, yielded a response rate of 35 percent! More than 2,100 members completed the survey, the first research project of its kind since 1998. The questionnaire offered members an important opportunity to provide feedback on the full range of SAA programs and services. SAA sincerely thanks all members who took the time to share their input. Analysis was in progress at press time; results will be posted on SAA's home page.

The survey also yielded "winners" among the respondents. As a token of appreciation, respondents were entered into drawings for a range of prizes.

The Grand Prize—an Apple iPad2—was snagged by **Jennifer Thomas**, head archivist at the Rock and Roll Hall of Fame and Museum in Cleveland, Ohio.

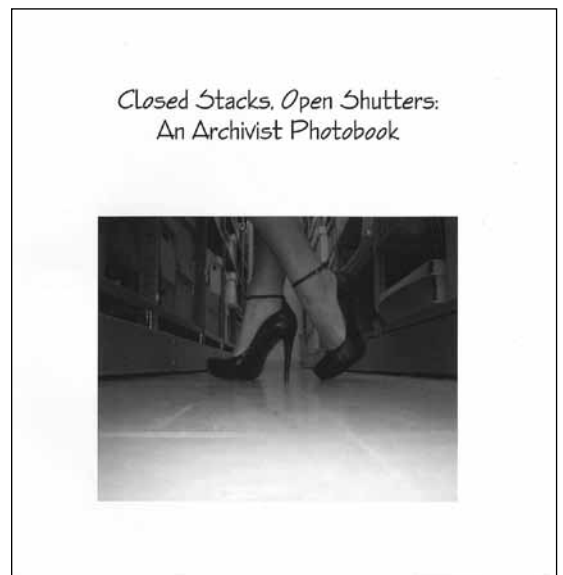
In addition, five Second Place Prizes—\$50 in "SAA Bucks" redeemable for SAA products and services—were awarded to **Rebecca Brooks** (archivist and head librarian, Madeira School); **Mary E. Hope** (senior archivist, U.S. Army Medical Department Center of History and Heritage); **Tracy M. Jackson** (processing librarian, University of North Carolina–Chapel Hill); **LuAnn Mims** (college archivist, Florida Southern College); and **Meghann Wollitz** (student, Simmons College).

One hundred Third Place winners received SAA anniversary tins. For a complete list, see <http://www2.archivists.org/news/2012/response-to-saa-member-survey-exceeds-expectations>. Again, thank you to all who made this project a success!

Artsy Photobook

Closed Stacks, Open Shutters: An Archivist Photobook features alluring images of more than a dozen archivists. Independently published in November and available for \$19.99 from Lulu (<http://www.lulu.com/product/lulustudio-photo-book/closed-stacks-open-shutters-an-archivist-photobook/18662400>),

proceeds go to the Spontaneous Scholarship Fund administered by Kate Theimer of ArchivesNext.



Supplement to *American Archivist* Available on SAA Website

Take a sneak peek at the *American Archivist Online Supplement to Volume 74*. Guest edited by Bill Landis (University of North Carolina–Chapel Hill), this first-ever supplement features select content from 75th Anniversary sessions at SAA's 2011 Annual Meeting in Chicago. Presentations from nine sessions address the past, present, and future of SAA:

- “Which Hat Are You Wearing: ‘You Need What? When?’” (Session 208)
- “The View From Here: Perspectives on Educating About Archives” (Session 306)
- “Roundtables as Incubators for Leadership: The Legacy of the Congressional Papers Roundtable” (Session 309)
- “Founding Brothers: Leland, Buck, and Cappon and the Formation of the Archival Profession” (Session 404)
- “Reference, Access, and Outreach: An Evolved Landscape, 1936–2011” (Session 406)
- “75 Years of International Women’s Collecting: Legacies, Successes, Obstacles, and New Directions” (Session 506)
- “Exploring the Evolution of Access: Classified, Privacy, and Proprietary Restriction” (Session 602)
- “? SAA and the Regionals” (Session 606)
- “Thirty Years On: SAA and Descriptive Standards” (Session 706)

Content is available at <http://www2.archivists.org/american-archivist/supplement/aaos74> and eventually will be posted in the new *American Archivist Online Supplement to Vol. 74* at <http://archivists.metapress.com/>.

National Contest Begins in April for *I Found It In The Archives!*

Thank you to all the SAA members who joined in our common advocacy effort by participating in the *I Found It In The Archives!* campaign that was rolled out last summer and reinforced during American Archives Month last October. Eight essays are being put forward for the national competition from:

- Brigham Young University
- East Texas Research Center, Stephen F. Austin State University
- Ohio Historical Society
- The Pennsylvania State University
- Sisters of Mercy Archives
- State University of New York at Plattsburgh
- Surfing Heritage Foundation
- The Texas State Library and Archives Commission

Members held *I Found It In The Archives!* contests in the fall and winter as part of the campaign. The local contests involved reaching out to individuals who have found their records, families, heritage, and treasures through your collections. Contestants shared their stories of discovery with participating SAA members, who then submitted their local entries for our national competition.

The next step is up to you—and all of us! The *I Found It!* campaign is all about using social media to spread the word about the contest—and, in the process, exposing as many people as possible to the wonderful stories of discovery that our contestants are telling. Visit the SAA website between April 1 and May 15 to cast your vote for the best essay. And tell others to vote, too! The winner of the national competition will be announced in June.



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Putting a name to a face is often helpful, and now SAA members can do just that. This department spotlights one member at a time with the goal of helping all members get to know each other.

Gregory S. Hunter

In January, Gregory S. Hunter, PhD, CA, CRM—and guitarist!—became the 21st editor of *The American Archivist*, SAA's 75-year-old journal. When he's not editing, he's the director of the Doctor of Philosophy in Information Studies program at Long Island University's Palmer School of Library and Information Science, where he also serves as professor and director of the Certificate in Archives and Records Management program. A Fellow of SAA, Hunter has been active in the archives profession for more than three decades. And he doesn't miss a "beat" . . .

SAA: Why did you want to be editor of *The American Archivist*?

GSH: As I looked back on my career, I realized that I have had a broad range of professional experiences. I thought this diverse background would be a plus as editor of our leading professional journal. I began my career in the late 1970s by establishing an archives for the United Negro College Fund, Inc. In the 1980s I was Manager of Corporate Records for ITT World Headquarters.

I finished my PhD in American History and was hired in 1990 by Long Island University to establish a certificate program in archives and records management. I've also consulted with over 70 institutions, ranging from small "lone arranger" archives to NARA's Electronic Records Archives Project. I just completed a multi-year term as editor of a book series and have had two of my own books honored with awards from SAA. (*Preserving Digital Information* received the Preservation Publication Award in 2001 and *Developing and Maintaining Practical Archives, Second Edition* won the 2004 Waldo Gifford Leland Award.) Now was a good time for me to take on a new challenge.


SAA: What's your vision for the journal?

GSH: "Vision" may be a bit strong, but my hope is that the entire archival profession will view *The American Archivist* as essential to their daily activities. I have the benefit of inheriting a strong journal from Mary Jo Pugh, the previous editor, and building upon her foundation. I would like everyone—from first-year student to the most senior practitioner—to look forward to receiving the next issue of the journal. I hope to bring

in diverse voices, including those from outside the archives profession. I would like to include translations of key articles from other nations. But most of all, I would like to work with people who have an idea for an article but are nervous about taking the first step. As editor, I would like to help them develop their ideas into publishable articles.

SAA: What do you do in your spare time?

GSH: I've always found music to be a great change of pace. My daughters were involved in community theatre growing up. Rather than just waiting for rehearsals to end, I volunteered to play in the pit orchestras. I've played a variety of instruments—acoustic and electric guitars, bass, and banjo—in more than 25 shows. Though my daughters are now married, I still try to play whenever I can. ■



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Soul Train. Child evangelist Uldine Utley was thirteen years old in the summer of 1925 when she preached to workers at the Norfolk and Western Railway shops in Roanoke, Virginia, after visits to other railroad shops in Savannah, Georgia, and Florence, South Carolina. Workers brought their lunches to the noontime meetings. Afterward, Utley and some of the employees posed for this photograph on an N&W locomotive. "We felt there were some of those earnest railroad converts," Utley recalled, "whom we should meet when the Gospel train pulls into the great central station above." *Courtesy of the Norfolk and Western Historical Photograph Collection, Norfolk Southern Archives, Norfolk, Virginia. Submitted by Jennifer McDaid.*

From the Archivist of the United States

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- **Conduct research and analyze the results.** Conceptualizing and defining the condition, value, and significance of the information and evaluating the potential future use. Recommending appropriate actions based on analytical findings and conclusions.
- **Lead teams.** Leading teams of diverse individuals that can work collaboratively to achieve business objectives. Openly communicating, discussing, and working through team objectives. Promoting shared accountability for individual and team performance.

Embracing continual learning. Expanding knowledge and skills through formal and informal training. Identifying and leveraging your own strengths and developmental needs and working to improve your own skills. Demonstrating and supporting continual learning and sharing knowledge and expertise with others.

We need to anticipate the changes that technology and user expectations bring to the work that we do. And we have a responsibility to ensure that the next generation of archivists is prepared to thrive in this environment just as those who came before us prepared us. I'm committed to doing all I can to help make that happen. We always do. ■



Matt Blessing is the new director of the Wisconsin Historical Society's Library-Archives Division. He rejoined the staff of WHS in January, where he formerly worked as an archivist from 1991 to 1999. Since 1999, he served as head of special collections and archives at Marquette University in Milwaukee.



Francis X. Blouin Jr. recently announced that he will be stepping down as director of the Bentley Historical Library at the University of Michigan in August 2013. After serving 32 years as director, Blouin will move back to full-time teaching in the Department of History and in the School

of Information. During his time as director, the library collections more than tripled in size, the Bentley Library building doubled in size, and the endowment of the library increased from \$100,000 to now over \$10 million. Of particular importance, recently, the library has been transformed with full capacities to accession, process, and store archives in digital formats. Reflecting on his 39 years on the Bentley staff, Blouin said: "The essential role of a historical research library is to provide resources to expand our collective sense of what we know, to transform understandings, and to situate our questions in a systematic appreciation of the past."



Wesley J. Chenault is the new head of Special Collections and Archives, James Branch Cabell Library at Virginia Commonwealth University in Richmond, Va. He is charged with building VCU Libraries collections with pointed interests in under-represented communities. Previously, he

served as a research associate for the Auburn Avenue Research Library on African-American Culture and History in the Atlanta-Fulton Public Library System and as an archivist at the Kenan Research Center in the Atlanta History Center.



Greg Colati has joined the UConn Libraries as director of University Archives and Special Collections. For the last five years, he served as the Digital Initiatives Coordinator at the University of Denver's Penrose Library, and prior to that was the head of Special Collections and University Archives

at George Washington University, and the director of Digital Collections and Archives at Tufts University.



Robert Horton is the new associate deputy director for Library Services at the Institute of Museum and Library Services. Horton most recently served as state archivist and director of the library, publications, and collections division at the Minnesota Historical Society. In his new position at

IMLS, he is responsible for the management of the discretionary grant programs in the Office of Library Services.



In February, President Obama announced his intention to appoint **Karen L. Jefferson** as a member of the National Historical Publications and Records Commission.

Jefferson is the records manager at the Robert W. Woodruff Library of the Atlanta University Center. She has more than 35

years of experience as an archivist working at Howard University, Duke University, and the National Endowment for the Humanities.



Philip Montgomery, archivist of the Texas Medical Center Library, was an invited speaker in November at the symposium "Memory and Records of the Nuclear Age: Preservation and Utilization of the Atomic Bomb Archives" at Gakushuin University in Tokyo. His presentation, "The Atomic

Bomb Casualty Commission Collection in the Texas Medical Center Library as Nuclear Age Memory," was one of the highlights of a nine-day visit that included meetings with faculty and graduate students in the archival science program at Gakushuin University. He also traveled to Hiroshima and met with faculty from Hiroshima City University and talked to the archivists at the Hiroshima Peace Memorial Museum and the Radiation Effects Research Foundation. The purpose of the visit was to explore collaborative digital projects, promote awareness about Atomic Bomb Casualty Commission collections, and improve cross-cultural ties between the Texas Medical Center Library's archive and archivists and historians in Japan.



Tawny Ryan Nelb published *Mission Accomplished: Robert and Metta Silliman's Missionary Work in the Philippines, 1924-1966*, in February. The book explores the fascinating life of two missionaries stationed in Dumaguete on the Philippine island of Negros. Their mission thrived from its

very beginning due to the support of a major patron along with members of the First Presbyterian Church in Midland, Michigan. During World War II, they lived a nomadic life in the jungles of Negros to evade Japanese invaders and were eventually rescued by an American submarine. Check it out on Amazon!



Scott Pitol joined the staff of the University of Illinois at Chicago as the university archivist and an assistant professor in January. He was formerly the Records Specialist/Compliance Specialist at the Pampered Chef.



Librarian of Congress James Billington has designated **Diane L. Vogt-O'Connor** as the new Library of Congress representative on the National Historical Publications and Records Commission. Vogt-O'Connor is the chief of the Conservation Division within the Library of Congress's Preservation Directorate.



Gary D. Saretzky, archivist of Monmouth County, New Jersey, is the 2012 recipient of the Maureen Ogden Award for lifetime achievement in New Jersey History, presented by the Advocates for New Jersey History. Saretzky was cited for his work at the Monmouth County Archives, where

since 1994 he has developed a facility that is used annually by more than one thousand researchers. He has also organized Monmouth's annual Archives and History Day since its inception in 1996 and coordinated the Rutgers Public History Internship Program since 1994, which has sent 650 undergraduate history majors to work for credit in area archives and other sites. In addition, he has completed archival consultancies for more than 50 archives in New Jersey for Mid-Atlantic Regional Archives Conference's CAPES program, taught the history of photography at Mercer County Community College since 1977, and has compiled biographical data on more than 3,000 New Jersey photographers active in the 19th century. Saretzky lectures regularly under the auspices of the Horizons Speakers Bureau of the New Jersey Council for the Humanities.



SAA President Gregor Trinkaus-Randall is the 2012 recipient of the George Cunha and Susan Swartzburg Preservation Award. He is being recognized for his accomplishments in preservation outreach throughout his career of more than 30 years. Trinkaus-Randall has presented hundreds of

workshops throughout Massachusetts and beyond as Preservation Specialist for the Massachusetts Board of Library Commissioners. He developed a program to bring environmental monitoring devices to libraries to analyze data, and along with the Massachusetts Emergency Management Agency, set up a communications network with libraries and cultural institutions to respond to area-wide emergencies. Within SAA, he was instrumentally involved in coordinating the organization's response to Hurricane Katrina, Hurricane Rita, and Hurricane Wilma. The Preservation and Reformatting Section of the Association for Library Collections and Technical Services will present the award on June 24 at the ALCTS Awards Ceremony during the 2012 American Library Association Annual Conference in Anaheim. The Cunha/Swartzburg Award is sponsored by Hollinger Metal Edge.

National History Day, a program that has received energetic support from SAA's Reference, Access, and Outreach Section (RAO), was one of nine recipients of the National Humanities Medal, which President Barack Obama presented for outstanding achievements in history, literature, education, philosophy, and musicology. RAO produced a toolkit to help students effectively use archives while completing projects for National History Day, a program that inspires students to become passionate about history. Each year more than half a million children from across the country compete in this event, conducting research and producing websites, papers, performances, and documentaries to tell the human story.

Patrick Bates Nolan, 70, died peacefully on January 19, 2012, at home in Huntsville, Texas, following a massive heart attack in November. Born in Minneapolis, he earned his BA, MA, and PhD in American history from the University of Minnesota. He taught American history and administered archives and special collections at the University of Wisconsin, River Falls, and at Wright State University in Dayton, Ohio, where he developed a graduate program in public history. He was a founding member of the Midwest Archives Conference and the Society of Ohio Archivists, and spent a year in Washington, D.C., with the Council on the Humanities. He organized exhibits and published on the Wright Brothers and the documentation of early flight. After a brief period at The Hagley Museum in Wilmington, Delaware, he became director of the Sam Houston Memorial Museum in 1992. He delighted in costumed re-enactment and made 17 trips with the American Orient Express excursion train as a guest lecturer. He officially retired from Sam Houston State University in 2011.

Daniel J. Reed, 89, who retired in 1985 after five years as director of Historic St. Mary's City, a museum of history and archaeology in southern Maryland, died Feb. 7 of Alzheimer's disease at a nursing home in Villa Hills, Ky. A Fellow of the Society of American Archivists, Dr. Reed worked from 1968 to 1980 at the National Archives as assistant archivist of the United States for presidential libraries. Earlier he was associate director of the National Advisory Commission on Libraries, chief historian of the National Portrait Gallery, and assistant chief of the Library of Congress's manuscript division. Earlier in his career he served as director of libraries at the University of Detroit. Reed was born in Springfield, Ill., and served in the Coast Guard during World War II. In 1947 he graduated from Saint Louis University, and he continued his studies there to earn a master's degree in history in 1948. He received a doctorate in history at the University of Chicago in 1958.

WANTED

Archival Outlook Content

Has your repository successfully implemented a new practice? Did you take part in an interesting project? Do you have an eye-catching photo to share? Or perhaps you'd like to get the word out about a program you participated in. We'd like to hear from you! Send your content ideas to Anne Hartman, ahartman@archivists.org.

William J. Maher and the Supremes!

Archivist Cited in Supreme Court Case

Anne Hartman, SAA Editorial and Production Coordinator

There are few among us who can relay the specifics of Supreme Court decisions, let alone say we helped inform an opinion. William J. Maher, university archivist at the University of Illinois at Urbana-Champaign, is one of the few who has the proud distinction of being cited in a case.

By a 6-to-2 vote, the Supreme Court in January upheld a 1994 federal law that reinstated copyright protection to international works that had previously fallen into the public domain. Prior to the law, works published abroad between 1923 and 1989 were considered public domain material. Films by Alfred Hitchcock, paintings by Picasso, and books by C.S. Lewis were among the many international works that were not eligible to be copyrighted.

In the case, *Golan v. Holder*, Justices Stephen G. Breyer and Samuel A. Alito Jr. penned the dissenting opinion, expressing concern that the law restricts dissemination of valuable materials with no incentive to produce new works. Breyer cited Maher's research on the 1790 Copyright Act to bolster his opinion, pointing to the act as a precedent for how Congress has handled retroactive copyrights. Maher, who studied copyrights and their historical contexts during his sabbatical in 2002, discovered that Congress moved only 13 of more than 20,829 works (or approximately one-half of one percent) out of the public domain following the act.

With characteristic reserve, Maher downplayed the accomplishment. "If it were

not for SAA having elected me president, I would not have had the copyright issue thrown at me so directly in fall 1997," he explained, noting that as president, he explored the implications of two copyright laws—the Copyright Term Extension Act and the Digital Millennium Copyright Act—on archivists and the SAA.

Maher says that while he's honored to be cited by the court, he's discouraged by the decision. "The unfortunate fact is, just as with the 2003 decision in the Eldred case, the Court's majority seemed unconcerned with the historical understanding of copyright as an incentive for the creation of new works rather than as an insurance policy for previously written works," he said.

Peter Hirtle, a member of SAA's Intellectual Property Working Group and Senior Policy Advisor at Cornell University Library, noted in an email, "Being cited in a Supreme Court opinion, even if it is in a dissent, is quite an accomplishment for an archivist!"

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Become the Next Webinar Developer

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learning outcomes and core competencies that participants should have at the end of the course.

Developing a Webinar

Have you ever thought about developing a webinar? What expertise do you have that you could share with your colleagues?

It's been challenging for SAA to find webinar developers, largely due to the differences between teaching online and face-to-face instruction. Presenting a webinar is very different from instructing in a workshop because you are essentially speaking to yourself in a room for an hour without any visual interaction with and limited audio feedback from your audience.

Things to think about:

- What topics make a great webinar?
 - Subjects that can be explained and explored in less than 90 minutes
 - Case studies of current archival practice
 - Demonstrations of tools and services
- How will you interact with your audience?
 - Is it a lecture?
 - Will you offer polls throughout?
 - Will you have question-and-answer periods? At the end or throughout the webinar?
 - How would you conduct exercises with the audience to ensure that they're learning?
- SAA requires a run-through of the webinar ahead of time, which is a great opportunity to practice timing and to become familiar with the software and sharing your desktop.
- Participant handouts should be detailed and meaningful.
- A 90-minute webinar includes instructions for submitting questions, instructor introductions, and questions from participants, so the actual time for instruction is typically 70 minutes.


One of the most important lessons that we've learned is: Practice, practice, practice. A webinar is performed and recorded live *only once*, but it lives on via CD and Online On Demand access after that. Therefore, it's important to practice pacing. How fast do you speak? How long do you want to allow for exercises and feedback? Time management is key to conveying all the information that you want to share and that your participants want to learn.

Proposal Components

The SAA Committee on Education accepts proposals for webinars on a rolling basis. Ideally a proposal should include the following components:

- Title
- Length of webinar: 60 or 90 minutes
- Webinar description
- Proposed agenda: Be as detailed as possible, including the number of Q&A opportunities and polls
- Learning outcomes: Goals and what you intend to accomplish
- Learning objectives: Three to five objectives related to what the participants will have learned and be able to do once the webinar is complete
- Categorize the webinar as a particular type of course (foundational, tactical and strategic, tools and services, or transformational)
- Describe the intended audience and their anticipated knowledge/skill level
- Required or recommended prerequisite knowledge, skills, or behaviors
- Describe any exercises, case studies, and/or other means of interactivity
- List of potential participant handouts
- Curriculum vitae of instructor(s)
- Evaluations from past presentations (if applicable)

All webinar proposals are reviewed by SAA's Committee on Education. Do you have a workshop or webinar in you? If so, contact Education Director Solveig De Sutter at sdesutter@archivists.org. ■




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SCHOOL OF INFORMATION STUDIES

The Spiel

continued from page 3

For example, let's say that the first researcher has found some lovely tidbit of information in our archives and included it in a book or article. Being ethical, she carefully cites the call number, box, and folder of the item here at the Spencer Research Library. Because we have given every part of our collections a *clear and unique* address, any second researcher (seeking to confirm or build on work cited as being here) can come here and have that item in his hands within thirty minutes. The titles of boxes and folders, and their numbering, have to reflect that goal. If the second researcher cannot find the item that the first researcher quoted, there is a serious risk to the first researcher's reputation and career. We do NOT want to be part of that kind of a tragedy, EVER. We have to protect that conscientious first researcher by safeguarding the source document and making it available to subsequent researchers without delay.

So, we need to process as quickly as we can, but never so quickly that we do it badly or sabotage the second researcher. We don't want boxes labeled "Miscellaneous" or "Stuff." Read the processing manual, ask questions when you have doubts, show an interest in the materials that you are processing, and take the time to label folders and boxes correctly. And every now and again, you're going to find some really interesting treasures. Have fun with that.

Own Every Word

I showed the text above to a colleague, the one who had heard my spiel and asked me to write about it. After reading it, she said it lacked the "spark" of the verbal version. I have to agree, but rather than try to punch up the text, I'd like to look at the differences between the written and spoken word. If this spiel seems like something that might be of help to you in the training of your own student assistants, then use it, but repeat it to them as a verbal ad-lib. Part of why it has worked with our students is that it is NOT just another piece of information to read about the collections. It comes from ME, an archivist, and my passion for the value of what we do in our profession. When you convey the exact same information, part of the message will be the enthusiasm and commitment in YOUR voice. So own every word!

Not so long ago, I was a part-time student assistant. I learned to enjoy this work and to do it well. Every full-time archives employee has some sort of similar story and commitment to her or his current role. Let your spoken words convey that energy.

Our student assistants come from a wide variety of departmental backgrounds, but now have a common "mission," as expressed in the spiel above, that helps with both the quality of their work and group morale in what sometimes can be a very quiet and solitary type of employment. Longer, more complicated explanations of the history and purpose of archives are important, but not necessary at this level.

Keep your spiel simple! ■

Council Update

continued from page 17

- Approved a request to revise the name of the RLG Roundtable to the Research Libraries Roundtable and amend its statement of purpose.
- Approved amendments to the bylaws of the Government Records Section and Women Archivists Roundtable.
- Discussed inconsistencies in SAA's policies and procedures on Sections and Roundtables. Kaplan and Landis agreed to conduct a thorough review, work with staff to clean up minor textual errors, and report back to the Council on policy inconsistencies in June 2012.
- Reviewed reports from SAA officers, component groups, and staff.

All materials presented at the January 2012 Council meeting are available via the meeting agendas. Minutes of the meeting will be posted on the SAA website no later than 60 days after the meeting. To view agendas and minutes, see the SAA website (www.archivists.org) under "About Us / Reports and Meeting Minutes."

The SAA Council will meet again June 8–10, 2012, at SAA headquarters in Chicago. The deadline for proposal of agenda items for all Council meetings is four weeks prior to the start of the meeting. Forward your agenda items to SAA President Gregor Trinkaus-Randall (gregor.trinkaus-randall@state.ma.us), to your SAA Council liaison (for component groups), or to SAA Executive Director Nancy Beaumont (nbeaumont@archivists.org). ■

“Quotable”

“Starkly put, SAA’s founding members are not only our predecessors, they are also, in a sense, our contemporaries. Though many of them were academic, professional historians, they, too, were coming under the ever-lengthening shadow of an administrative, managerial, information culture. . . . SAA’s last seventy-five years are not only behind us; in one fashion or another, they also remain ahead of us, waiting.”

—Brien Brothman in *The American Archivist*,
Volume 74, Number 2

What's In It for Me

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personal level and may even need to provide training on records management on an individual basis or in small groups.

It is important to note that these typologies are not mutually exclusive. Beneath the commonly held assumptions and practices within a culture lie ambiguities and inconsistencies. Distinct occupational subcultures may co-exist within the same organizational unit. In a role-based culture, for example, occupational cultures that are administrative in nature (such as human resources and finance) have what one interviewee refers to as a “really good custodianship.” In contrast, occupational subcultures that focus on the arts and culture and that are located away from the central administrative area experience what another interviewee refers to as a “few more breakdowns.” Records professionals should be mindful of the complexity and diversity of cultures that can exist within the same organizational unit and adopt multiple strategies to implement a records management system.

Interpreting and Internalizing

The research also illustrates the importance of understanding how individuals interpret and internalize records management concepts and initiatives. Individuals do not passively accept social structures in an organization such as policies on records management and norms of social behavior in an organization. They actively try to make sense of records management initiatives and establish a frame of reference based on prior experiences in using an electronic records management system at another organization.

These individuals may have differing perceptions and interpretations of records management concepts (such as the definition of a record) and may have different assumptions about how best to develop a records management infrastructure. As a result, records professionals should be sensitive to the language used by stakeholders and should use language that facilitates a connection with their stakeholders. Concepts and terminology are double-edged swords that can serve as unifying or divisive forces in an organization.

The organizational culture research highlights the importance of understanding organizations as more than just stable entities to fulfill specific functions and activities. It is equally important to understand the process of social interaction among individuals in an organization and their frame of reference and meaning systems, which can be both integrative and fragmentary in nature.

In the coming months, the research team will disseminate its research findings on the impact of organizational culture and recordkeeping. InterPARES and the International Council on Archives will produce a series of education modules on the management and preservation of digital records which includes organizational culture and recordkeeping. ■

Notes

¹ Details about the research objectives and deliverables of the InterPARES 3 Project can be found at: http://www.interpares.org/ip3/ip3_index.cfm

² The beta version of the risk assessment toolkit can be obtained at: http://www.ciferresearch.org/research/current_project&pid=17



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The application deadline is May 15, so don't wait!



FROM THE EXECUTIVE DIRECTOR

Nancy P. Beaumont

nbeaumont@archivists.org

Leadership Issues

Walter Isaacson has been hot on the speakers' circuit since the publication of his Steve Jobs biography. It seems that everyone wants to know how Jobs came up with his ideas—or at least the inside stories of his sometimes eccentric obsessions.

Books about business leaders often make best-seller lists. We're eager to learn how they explain their success, what wisdom they might impart. We're maybe hoping that some of what they have or know will rub off on us.

"Figuring out innovation—how to come up with a killer new idea and then execute it—has long been an obsession of entrepreneurs and the academics and journalists who study them," says Amazon chairman Jeffrey Bezos in *Great! What Makes Leaders Great: What They Did, How They Did It and What You Can Learn from It* (Timothy F. Bednarz, Majorium Business Press, 2012). "One of the great myths of the innovation process, often reported in the popular press, involves a creative genius experiencing a 'eureka moment,' refining the golden idea, and then pursuing it toward blockbuster status...." Bezos instead gives credit to the collective brainpower of others, especially those close to the customer, those people who "are critical to sustaining innovation over the long term."

Effective leadership in professional associations is seldom about a eureka moment. More often it's about the collective brainpower of those who are close to the customer (i.e., the member). More often it's about the sometimes difficult and always present work of:

- Scanning the environment to determine trends that may have an impact on the profession, its practitioners, the

clients they serve, and the professional association itself.

- Aligning the association's goals and objectives with that ever-evolving "read" of the environment.
- Listening to members. And, as necessary, being willing to make decisions in the absence of a lot of feedback or data.
- Governing transparently, which (ideally) builds trust in the leaders.
- Communicating, communicating, communicating. . . . By this I mean understanding 1) who are the key audiences, 2) what messages are most likely to resonate with those audiences, and 3) then—and only then—which mediums are most effective in communicating those messages to those audiences. And then executing the communications. Continuously.

What does it take to become a leader within your association?

Stepping up. Volunteering to serve on a section or roundtable steering committee to get your feet wet. Volunteering to serve on an SAA-appointed group, as did some 128 members in the last cycle. Or, like Rebecca Goldman (with the new Students and New Archives Professionals Roundtable) and Mike Miller and Jim Ginther (with the new Military Archives Roundtable), identifying a need and doing the (pretty minimal) paperwork to get Council approval for a new member-driven group.

Showing up. Participating actively in the steering committee or task force or subcommittee. Doing the work. Paying more attention to the purpose

of the group than to the less-important details of its governance. Initiating and sustaining conversation by making use of the communication tools available. Good examples that come to mind are the Digital Archives Specialist Subcommittee of the Education Committee, which has put its collective shoulder to the wheel to create and launch the new DAS program. Or the Fundamental Change Working Group of the Publications Board, which is busy inventing the next iteration of SAA's Archival Fundamentals book series. Or the Annual Meeting Task Force, which is exploring all aspects of the Annual Meeting—content, schedule, site selection, alternative delivery methods—to ensure that it meets the ongoing needs of as many members as possible. (Check out the Task Force's blog at www2.archivists.org/groups/annual-meeting-task-force, "Let's Talk About the Annual Meeting." It's not a fancy blog, but it'll get the job done if you share your feedback!)

Leading. Moving beyond your own closely held opinions to listen to others. Showing up. Understanding resource limitations, and being willing to make the tough decisions that those limitations may dictate. And being willing to dream—a little or a lot—because you never know when that "eureka moment" might strike!

By the way, a piece of good news: SAA has achieved a new all-time high in membership: 6,013 individual and institutional members as of February 29!

As always, we invite your comments, suggestions, and questions. Feel free at any time to call me at 866-722-7858, extension 12; write to me at nbeaumont@archivists.org; or contact any Council member via the roster at www2.archivists.org/groups. ■

SUCCEED!

THE **LONE** ARRANGER SUCCEEDING IN A SMALL REPOSITORY

BY CHRISTINA ZAMON



List \$69.95 (SAA members \$49.95)
Society of American Archivists (2012)
8½ x 11 / 157 pp. / Soft cover
Product code BOOKSAA-0580
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A significant portion of U.S. institutions charged with the preservation of our cultural heritage are small repositories and one-person shops. Rapid advances in technology, increasing regulation on institutional records, and exponential growth in the volume and variety of cultural resources being collected put added pressure on these lone arrangers to find efficient and effective ways to manage their archives.

The Lone Arranger: Succeeding in a Small Repository offers guidance on how to handle common work demands while promoting archives best practice. Author and lone arranger Christina Zamon of Emerson College in Boston uses a deft touch to address a comprehensive range of topics, including administration and budget, fundraising and donor relations, information technology, collections management, records management, preservation, reference and outreach, facility management, disaster preparedness, and internship and volunteer programs.

In addition, case studies by a dozen practitioners representing diverse backgrounds, institutional settings, and geographic locations discuss the challenges they faced when they found themselves responsible for the full spectrum of archives work with limited or no paid staff to assist. Case study contributors include Barbara Austen, Terry Baxter, Michelle Ganz, Russ Gasero, Tamara Gaydos, Jeremy Linden, Meg Miner, Christina Prucha, Peg Siciliano, John Slate, Alison Stankrauff, and Nicole Thaxton.

Seasoned archivists and newcomers to the profession will benefit from the practical tips, sound advice, and resources shared throughout the volume, as well as the opportunity to connect to the broader community of professional archivists.

If you're a lone arranger, with this book you'll find yourself less alone!



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