

# OUTLOOK

July/August 2013

Published by the Society of American Archivists

**Hors d'oeuvres**

Canape Lorenon  
Hot lump crabmeat stuffily arranged  
and anchovy-crowned.

Pate de foie gras  
de Strasbourg 3.00

Oysters Bleuville 1.00  
Cleared with a spicy sauce of champagne,  
minced onion and baked.

Oysters Hoffman 1.00  
Baked in a cheerful sauce of red wine,  
chopped ham and mushrooms.

Shrimp Remoulade 30  
With a famous sauce made of home-  
ranch, mustard and Creole herbs.

Backfin Lump Crabmeat,  
Russian Dressing 1.25

2-2-2 Mixed Oysters 1.00  
Oysters Rockefeller, Oysters Bismarck,  
Oysters Rockefeller—each with a separate  
sauce, each on a separate plate.

Encargots Bordelaise 2.00  
Very, very French small round in their  
shining shells with garlic butter sauce.

Oysters Rockefeller 1.00  
Hot and deliciously dressed with  
anchovy, cream, mushrooms and herbs.

Oysters Bismarck 1.00  
Baked in the half shell with ham and  
a sauce.

Backfin Lump Crabmeat 1.25  
Served with a creamy sauce made  
with cream, green peas and  
mushrooms.

**Potages**

Onion Soup au Gratin 60  
Exactly the way it is served in the cafes  
of Paris—this is one of New Orleans  
most famous late-night soups.

Turtle Soup au Sherry 60

**Poissons**

FILET OF LAKE TROUT BLANC 2.50  
Baked in a symphonic sauce of oysters,  
crabmeat, mushrooms and herbs.  
Flavored for our chef, need we say more?

LAKE SHRIMP CLEMENCEAU 2.00  
Lake shrimp steamed with delicate  
potatoes, fresh mushrooms, and petit  
pois in garlic butter.

LUMP CRABMEAT MARINIERE 2.50

FILET OF LAKE TROUT SAUTE  
AMANDINE 1.75

POMFANO PONTCHARTRAIN AMANDINE 2.75  
Broiled fillet of Lake pomfano served  
with a butter crab and Amantine Sauce.

STUFFED FLOUNDER NOUVELLE  
ORLEANS 2.00  
Stuffed with a mixture of oysters,  
crab, and mushrooms, garnished by a  
happy French chef.

SOFT SHELL CRABS  
SAUTE AU LUNE 1.75

FROG LEGS PROVENCALE 2.50

**Entrees**

CHICKEN FINANCIERE 2.75  
Boned Chicken in a sauce of red wine,  
chicken livers, slices and mushrooms.

CHICKEN FLORENTINE 2.50  
Sliced breast of chicken over creamed  
spinach. Sprinkled with grated Parmesan  
cheese and baked.

CHICKEN PONTALBA 2.50  
Boned chicken over a base of delicate  
broccoli potatoes, sliced ham, mushrooms  
and onions. Tipped with Bearnaise  
sauce.

POULET PERIGORD 2.50  
Boned chicken with an onion stuffing of  
potatoes and truffles, covered with a red wine  
sauce and served with a Bearnaise potatoes.

BONED BIRD CORNISH GAME HEN 3.00  
Succulent Cornish Game Hen served  
with a delicious cream sauce.

LONG ISLAND DUCKLING 2.50  
Magnificently roasted in a sauce of wild  
cherry and claret wine.

CHICKEN LIVERS ST. PIERRE 2.00  
Chicken livers in a potpourri of lima  
beans, red and green peppers.

**Fromages**

Camembert 80

**Desserts**

Creme Brulee 1.50

Strawberry Romanoff 1.00

French Pastry 75

Cherry Parfait 75

Bread Pudding 1.50

These little cakes are heavenly married  
to brandy, your waiter will show them  
or your table in a pleasant ceremony  
and always their distinctive taste.

**Salades**

Tossed Green Salad (Lettuce, Romaine, Endive, Watercress, Kentucky Limestone)  
Made for your table with Choice of Dressing (see per person)

Chop Salad 60

Watercress 60

**Fromages**

Camembert 80

**Coffee**

Irish Coffee 75

Brennan's traditional New Orleans breakfasts are served all day long, beginning at 9 a. m.  
A New Orleans meal is not complete without wine; ask your waiter for our wine list.

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Alfred Brennan (S.A.A.)

\* Dishes marked with a red asterisk were especially created by the Brennan chefs to celebrate the opening of our new restaurant.

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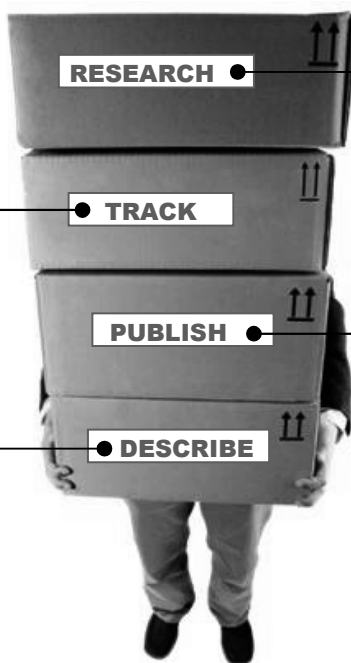
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Courtesy of Cold Spring Harbor Laboratory Library and Archives.

## Code Breakers

Learn about a mass digitization project that unites collections related to the history of genetics.

John Zarrillo

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Courtesy of the University of Denver.

## Archives Under Construction

Two archivists at the University of Denver Penrose Library share their experience providing reference and user services during a building renovation.

Steve Fisher and Katherine M. Crowe

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**COVER PHOTO: What's Cooking:** Drawing on a Brennan's menu, a New Orleans restaurant that was opened by Owen Edward Brennan in 1946 after another restaurant owner, Count Arnaud, taunted him that an Irishman couldn't run a restaurant that served food other than hamburgers. A French Quarter landmark until it unexpectedly closed in June, Brennan's was famous for its Bananas Foster dessert. There's plenty else to taste and see in the Crescent City during the CoSA and SAA Joint Annual Meeting, August 11–17. See page 16 for details. *Gift of the Alfred Bendiner Foundation, The Historic New Orleans Collection.*



## PRESIDENT'S MESSAGE

**Jackie Dooley**

OCLC Research  
dooleyj@oclc.org

# Egad, That Was Quick!

My final column in *Archival Outlook*? Already? Really? Back in September, my presidential year loomed long—kind of like anticipating the interminable drive across Nebraska on Interstate 70. Turns out it was more like a trip on California 101 heading up the coast: there was steady progress but also a couple of overturned trucks and intoxicated motorists. There were beautiful sights and experiences along the way though, and it was ultimately an unforgettable trip. Here are a few highlights from the past year that meant a lot to me.

The nearly \$500,000 grant awarded by the Institute of Museum and Library Services to SAA and the Association of Research Libraries (ARL) to develop a diversity recruitment program extending SAA's Mosaic Scholarship program is a watershed moment. The grant will provide fifteen master's students in archives or special collections librarianship with financial support, paid internships, mentoring, leadership development, and career placement assistance. Given my decades of investment in both the archives and research library worlds, this grant is doubly gratifying. Actually, make that triply: SAA's brand-new strategic plan continues and expands our longstanding commitment to

increasing the diversity of our profession, and this program is a major step forward.

We've just launched a second collaboration with ARL to bring our Digital Archivist Curriculum to archivists and others who work in ARL institutions (about 130 research libraries) across the U.S. and Canada via a tailored weeklong set of DAS courses. I was able to facilitate this as a member of ARL's special collections working group. When they started to think about creating such a training program, I could say, "Good news! SAA already has one. Work with us." While this project will bring DAS to only one (large) sector of SAA's membership, I'd like to think that future collaborations with other organizations will replicate and extend it. SAA's education program already brings DAS to regional archival conferences at greatly reduced registration rates.

On a completely different front, I've had a great time launching our leadership blog *Off the Record*. There has been terrific feedback from members who welcomed an informal communication channel—though I hadn't anticipated that, regardless of its "unofficial" status, readers generally saw *Off the Record* as "SAA says. . ." Is that a bit ironic for the social media sector? But what do I know? I'm pretty old.

There were so many more highlights. The fantastically productive Annual Meeting Task Force. Playing a (very) small part in the heroic responses to Hurricane Sandy and the closure of the Georgia Archives. I could go on and on.

Finally, a big shout-out to all of you who have made this year both possible and memorable:

- My amazing boss at OCLC Research, Jim Michalko, for his avid support of a major two-year diversion from my day job
- My fellow Council members for their hard work, endless talent, and great thinking
- The entire SAA staff for their bottomless expertise, dedication, enthusiasm, and support (you hear this all the time, but they really are incredible)
- The hundreds of volunteers who make SAA the vibrant organization we all enjoy
- You, SAA's 6,100-plus members, who collectively are our largest membership in history!

I'll be wrapping it up in New Orleans and passing the gavel to Danna Bell-Russel, who will keep SAA moving forward with her trademark enthusiasm. I'm looking forward to seeing you all in NOLA! ■

# ARCHIVAL OUTLOOK



**SOCIETY OF  
American  
Archivists**

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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If someone asks you “Why is your archives important?” how would you answer? Is your archives important because it preserves and provides access to important historical materials? Does its importance stem from its ability to foster a sense of community and “place”? Perhaps your response would focus more on its ability to provide accountability or serve as evidence of past actions.

All are wonderful responses. But when you are talking with

a resource allocator—particularly one who has no past experience with archives—lofty ideals and notions of identity building or remembrances of past events often aren’t going to cut it when they want to know why they should give you a sliver of the money pot (particularly when it’s shrinking). You need concrete evidence of the effect that your repository has to ensure that administrators’ support continues.



## Effective Advocacy through Institutional Alignment

Erin Lawrimore, The University of North Carolina at Greensboro

## Communicating Value

There are many ways to assess an archives’ value. From circulation numbers to gate counts to collection growth, each number gathered can provide useful clues as to how your archives is changing (or should be changing) over time. But numbers alone do not make an effective argument for the archives. To advocate for your repository to administrators and others who hold the purse strings, you must frame these numbers in a way that fits their overarching missions and goals.

You must place the archives within the greater picture of your parent organization. To do this, of course, your parent organization must have clearly identified goals and objectives (if it doesn’t, that’s a whole different issue!), and your archives must define its mission and purpose within those broader goals. For instance, a university archives is often housed within an academic library. You should be

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# Forecast: CLOUDY

Prepare for the future of electronic records management in the cloud by earning a Master’s Degree in Archives and Records Administration (MARA) from the San José State University School of Library and Information Science.

Our convenient and flexible fully online program connects you to a global community of scholars, researchers, and information professionals. You’ll learn to use sophisticated technologies to organize, preserve, and access a growing volume of digital and analog assets. And you’ll be well-prepared to pursue a wide range of exciting career opportunities in the fields of information governance and corporate archives. **Join us today!**



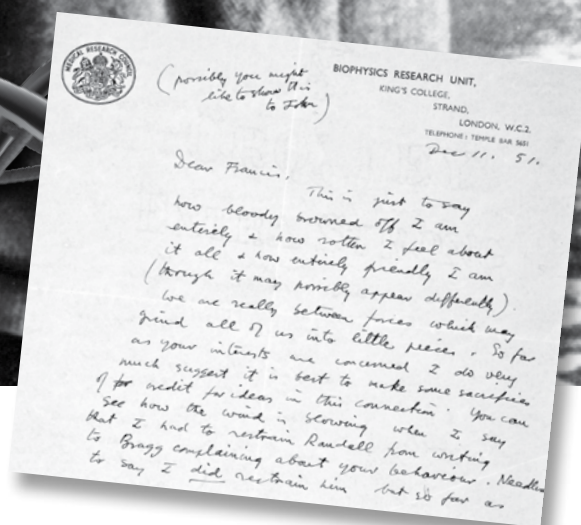
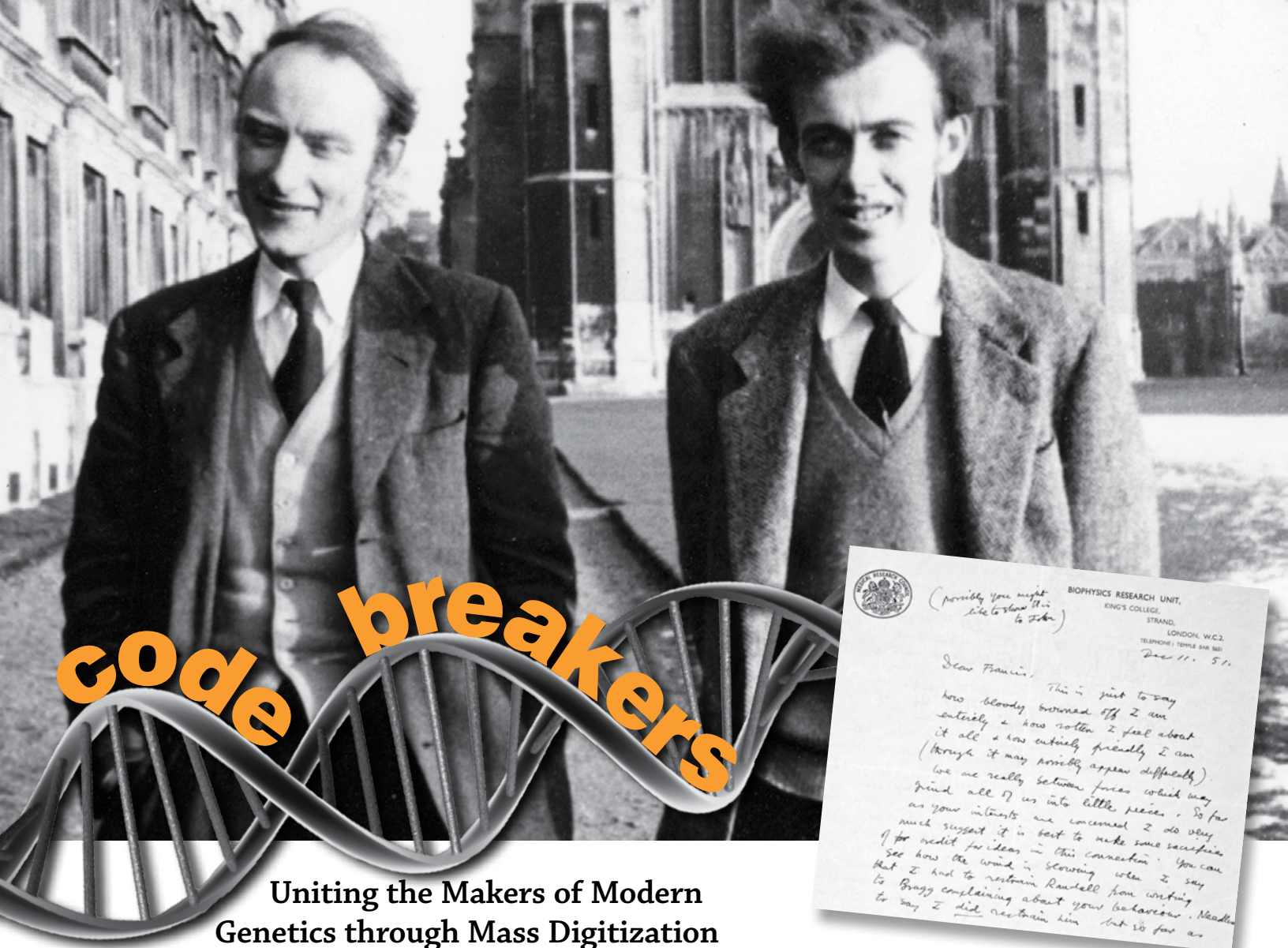
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**Above left:** Crick and Watson along the Backs, Cambridge, 1953. *Courtesy of Cold Spring Harbor Laboratory Library and Archives.*

**Above:** Letter from Maurice Wilkins to Francis Crick regarding DNA research, December 1951. *Courtesy of Cold Spring Harbor Laboratory Library and Archives.*

## Digitizing Our Collections

Preparations began in summer 2011, when CSHL Library and Archives Executive Director Mila Pollock and I (an archivist at CSHL) began conferencing with the Wellcome Library. In exchange for bringing the Watson and Brenner material to the project, Wellcome agreed to fund the digitization of both collections. The digital images would then be made available on both Wellcome Library's *Codebreakers* homepage (<http://wellcomelibrary.org/using-the-library/subject-guides/genetics/makers-of-modern-genetics/>) and CSHL Library and Archives' digital repository (<http://libgallery.cshl.edu/>). Wellcome Library supplied us with a list of mandatory fields in ISAD(G), which mapped to Dublin Core elements and

## John Zarrillo, Cold Spring Harbor Laboratory Library and Archives

Sixty years ago, in a cold laboratory in England, two undistinguished scientists assembled a model that would secure their places in history. James Watson was a twenty-five-year-old former birdwatcher who obtained his PhD from Indiana University before eventually making his way to the Cavendish Laboratory at the University of Cambridge. Francis Crick, a thirty-five-year-old physicist, was transitioning to the world of molecular biology while pursuing his doctorate. The two would piece together, with help from a few other key scientists, the double helical structure of DNA. Strikingly simple, the structure had monumental implications regarding heredity and the transfer of genes.

Watson's papers are held at the Cold Spring Harbor Laboratory (CSHL) Library and Archives in New York, where he served as director for about thirty-five years. Crick's

professional papers were acquired by the Wellcome Library in London. Following the acquisition, the Wellcome Library in 2010 began an ambitious mass-digitization project that would later become known as *Codebreakers: The Makers of Modern Genetics*. This project incorporated a number of partner institutions that held collections related to the history of genetics, including King's College London, Churchill College, the University College London, and the University of Glasgow. CSHL Library and Archives, the only American partner, brought not only the Watson collection but also the papers of Sydney Brenner, who worked with Crick on the genetic code. *Codebreakers* also includes the papers of Rosalind Franklin, whose famous X-ray photograph of the "B-form" of DNA, dubbed "Photograph 51," was the crucial piece of data that led Watson and Crick to their model.



were later utilized in our online repository. Wellcome also set technical requirements for the images, which were to be delivered in the JPEG2000 format.

The months leading up to the digitization of our collections were spent planning workflows and preparing the material for shooting. Using the existing collection hierarchies, we assigned each folder a reference code, which would later be used to name the image files. The most time-consuming task, however, was also the most mundane: removing all staples from the documents. On the bright side, this process allowed us to review each folder and flag material that was either confidential (such as personal medical or financial information or social security numbers) or needed to be digitized separately from the paper documents (such as photographic slides and negatives, which were later digitized on an Epson Expression 10000 XL flatbed scanner).

Digitization began in August 2011. A digitization laboratory was assembled in our library, consisting of a Canon EOS 5D mkII digital camera mounted on a copy stand with dual flash lights (Speedotron 1005CC Deluxe Location Kit [120V]). We set up the lab near our archives storage facility so that transferring the material to the digitizers was a simple task. We transferred a new set of boxes to the digitizers each morning. The boxes contained a file inventory, which

included the reference code used to name the digital files. The following morning, we'd return the digitized boxes to the archives before transferring a new set of files to be digitized. The transfer and digitization of each box was logged daily in a spreadsheet shared among project members via Google Drive.

With the funding provided by the Wellcome Library, we were able to secure the services of photographer Ardon Bar-Hama, who has worked on a number of large digitization projects for a variety of institutions, including the New York Philharmonic Archives, the New York Public Library, the Vatican, and the Albert Einstein Archives. Once the material had been digitized, it was transferred to Bar-Hama's servers, and each image was cropped and converted into both TIFFs (our "master" copies) and compressed JPEG2000 (for online delivery).

### Quality Control and Metadata

Bar-Hama sent images in batches of about 50,000 on external hard drives to be checked by CSHL digital project archivist Stephanie Satalino. Satalino checked the images for quality and confidentiality issues. Quality issues included poor focus, problems with the flash, crookedness, missing pages, and the occasional finger that made it into the frame. Images with quality issues were flagged and later reshot.

In terms of confidentiality, we were required by the Wellcome Library to meet the standards outlined in the United Kingdom's 1998 Data Protection Act, which regulates how living individuals' personal information is shared. All information related to an individual's professional performance, including employment references, is restricted for sixty years from the creation of the document. Personal medical or financial records are suppressed for eighty-four years from the creation of the document if the subject is an adult (sixteen years or older), or ninety-three years if the individual was younger than sixteen. Academic grades are permanently suppressed.

The digital project archivist also was responsible for creating the metadata associated with each folder of images. We used the following standard fields: Country Code, Repository Code, Reference (unique identifier), Title, Date, Level (collection, series, file, etc.), Description, Creator, Access Conditions, Access Status, Reproduction Conditions, Copyright, and Material Type. We also used subject fields utilizing both Library of Congress Authorities and National Library of Medicine Medical Subject Headings (MeSH). Much of the information for these fields already had been assembled in the existing collection finding aids. We used the Description field

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# make ACCESS happen



## Help NARA Rethink Electronic Recordkeeping

National Archives and Records Administration

Can you imagine a future in which valuable federal government information in electronic format is easy to find and automatically available to anyone with the right to see it? Agency staffers, the public, journalists, historians, lawyers, students, scientists—anyone, present or future.

Can you imagine providing this kind of access in a timely way while also protecting individual privacy, confidential business information, national security, and other legally protected interests, for as long as required but no longer?

How can we build that future?

The National Archives and Records Administration (NARA) wants to **make access happen**, and this is the kind of world we'd like to help build. We're asking you to help us identify the steps we can take to get there.

### Challenges to Overcome

Meeting the goal of efficient and effective access means overcoming significant obstacles. One of the challenges is the sheer number of electronic records that the government must categorize, manage in compliance with the Federal Records Act, and review for information exempt from disclosure under the Freedom of Information Act (FOIA). Traditional records management processes and reviews for restrictions and declassification are simply not keeping up. The result is that more and more records every year that could be released for public access are caught in processing backlogs at departments

and agencies or at the National Archives. Without radical change in federal information and records management, these backlogs will increase exponentially. On a practical level, users will not have access to ever-increasing quantities of potentially releasable information.

NARA believes this is unacceptable. In the words of Paul Wester, the chief records officer for the U.S. government, "The processes we developed for paper records just aren't working in the current digital environment. We have a new mandate from the Administration to really open up government information—using both the growing number of existing tools and creative new thinking. It's time to take this opportunity and develop a strategy that gets better results."

Some examples illustrate the problems we face when traditional processes can no longer effectively make access happen, no matter how hard people work to manage information and make it available.

- **Declassification:** The Public Interest Declassification Board estimated in 2012 that under the current human process, one intelligence agency would require two million additional employees to review the petabyte of information it is creating *each year*.
- **Protection of privacy information:** Human review of records for privacy information, confidential business information, and other information exempt from FOIA release dramatically slows the release of unrestricted information by the National Archives and other agencies. This is the case both in

responding to FOIA requests and as part of proactive processing and release of government records in normal archival processing.

- **Application of retention rules:** Traditional records management processes create bottlenecks in categorizing each record for appropriate records retention and disposition, delaying public access to high-value archival records.

### Finding Solutions

The government needs new processes and needs to use technology to give everyone—government employee or member of the general public—easy access to the government information he or she has the right to read. NARA believes the processes to capture, retain or destroy, search, categorize, restrict, protect, declassify, and publish information online should all happen as automatically as possible to maximize the consistency and speed of information access for all authorized users.

The Obama Administration kicked off major initiatives that will address many parts of this problem. One is the Executive Order **"Making Open and Machine Readable the New Default for Government Information"** released by the Office of Management and Budget (OMB) in May 2013 (<http://www.whitehouse.gov/the-press-office/2013/05/09/executive-order-making-open-and-machine-readable-new-default-government->), and the other is the **Managing Government Records Directive** (<http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-18.pdf>) issued

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## **Why Do Archivists Support Certification?**

*It provides  
a competitive edge*

*It strengthens the  
profession*

*It recognizes professional  
achievement and  
commitment*



In the past decade, more than 1,300 professional archivists have felt it was important to sit for the Certified Archivist examination.

The next Certified Archivist examination will be held August 13, 2014 in Albany (NY), Madison (WI), Phoenix (AZ), Tuscaloosa (AL) and Washington (DC) -- and wherever five eligible candidates want to take it.

For more information about the Certified Archivist examination, please go to the ACA website ([www.certifiedarchivists.org](http://www.certifiedarchivists.org)) or contact the ACA office (518-694-8471 or [aca@caphill.com](mailto:aca@caphill.com)).



## Reference and User Services during a Building Renovation

Steve Fisher and Katherine M. Crowe, University of Denver Penrose Library

The former Penrose Library under construction. *Courtesy of the University of Denver.*

Working out of temporary quarters during building renovations is no easy feat. Archivists at the Penrose Library, University of Denver, recently faced numerous challenges resulting from ongoing renovation and had to make adjustments to serve users as effectively as possible. Although surprises during renovations are inevitable, planning and a little bit of luck can help archivists cope with any major changes their institutions undergo.

### Problems with Penrose

The University of Denver (DU), originally Colorado Seminary, was founded in 1864. It's the oldest higher education institution in the Rocky Mountain region and, as a result, the Special Collections and University Archives are highly visible. The first dedicated space for a library was created in University Hall, the first building on DU's south Denver campus. Carnegie Library, which opened in 1908, was the university's first freestanding library, and the last building to be personally given by Andrew Carnegie. Mary Reed Library, a collegiate gothic building with a large central tower, served as the library from 1931 until 1971.

When Penrose Library was built in 1972, it was described as "futuristic" and "modern." But as the decades rolled by, it became dated. In addition to a lack of

shelf and study space, Penrose's infrastructure could not support the twenty-first-century electricity and data needs of the university's faculty, students, and staff. The library employed several stopgap measures during the 1990s and 2000s, including storing some special collections, low-use books, and other materials in the old Mary Reed Library and sharing the offsite storage facility PASCAL with the University of Colorado and Colorado State University.

In 2000, the library's administration began a major push for either renovation or an entirely new building. Several factors argued for renovation, including the lack of open space on campus for new construction and Penrose's excellent existing central location. Storage was a major topic of discussion during renovation conversations. The administration initially focused on a new



The new Anderson Academic Commons at the University of Denver. *Courtesy of the University of Denver.*

storage facility on campus, either under- or aboveground, but water table issues made an underground facility risky, and the lack of open space made an aboveground structure unlikely. Eventually the university acquired a warehouse ten miles from campus and retrofitted it to serve as an offsite storage facility (called the Hampden Center) for both the book collection and the boxed special collections and archives materials. Renovations for what would become the Penrose Library's current building, the Anderson Academic Commons, began in 2010.



## The Big Move

Initially renovations were to be completed in four phases. For each phase, one quarter of Penrose Library would be closed for renovation while everything else remained open, moving in quadrants as the renovation progressed. However, when asbestos abatement issues were discovered, this process was abandoned and the entire building was closed. In April 2011, we began the transport of three million books and other library materials from Penrose Library to the Hampden Center. The building was completely emptied in June 2011 after commencement, with all materials remaining accessible through the online catalog. The library staff was the last to move, and the move was scheduled so that no library services were interrupted during the transition. Special Collections and Archives was closed for the two-week interterm period, but reopened for the summer quarter.

Most library service points moved to the Driscoll Student Center ballroom and surrounding rooms, which became known as "Penrose@Driscoll." Due to space and security concerns, the Special Collections

and Archives' reading room relocated to Aspen Hall, a post-World War II brick former graduate student dormitory, where most of the library staff offices were located during the renovation. Aspen Hall has no elevators, no loading dock, and no central air conditioning (although it did have showers in every bathroom). Aspen Hall is also nearly identical to four other dormitory buildings that were built at the same time, which made it a challenge for researchers to find us. In addition, the dormitory was split into three nearly identical wings—north, central, and south—and the only way to get from one wing to another was through the basement.

The size of the temporary reading room in Aspen Hall posed another challenge. The reading room in Penrose comfortably held six to ten people; in comparison, Aspen Hall could at most comfortably fit two researchers at a time. However, we were able to fit the bookcases from the Penrose reading room, and we only brought high-demand materials to Aspen Hall, including student yearbooks, newspapers, bound university bulletins, annual reports, and a small selection of secondary sources about some of the prominent topics featured in our collections, such as artists' books,

Rocky Mountain Jewish history, and Colorado history. The rest of the boxed and book collections were stored offsite for the duration of the renovation.

## Collection Management during Renovation

Archives Processing, a separate department housed within Technical Services, worked with us to prepare all boxed collections for offsite storage and retrieval. As a result, we were able to service researchers and answer reference questions successfully throughout the renovation. All boxed materials from Special Collections and Archives are managed in the collection management system Re:Discovery, which takes a traditional archival approach to management, with collection-, series-, box-, folder-, and item-level records. In many cases, collections were well-described at the collection level, but not at the box or folder level, which we realized was critical to efficient and accurate offsite retrieval.

Archives Processing established a minimal level of control for all collections. Each would have a collection number (ex:

**Continued on page 26 >>**



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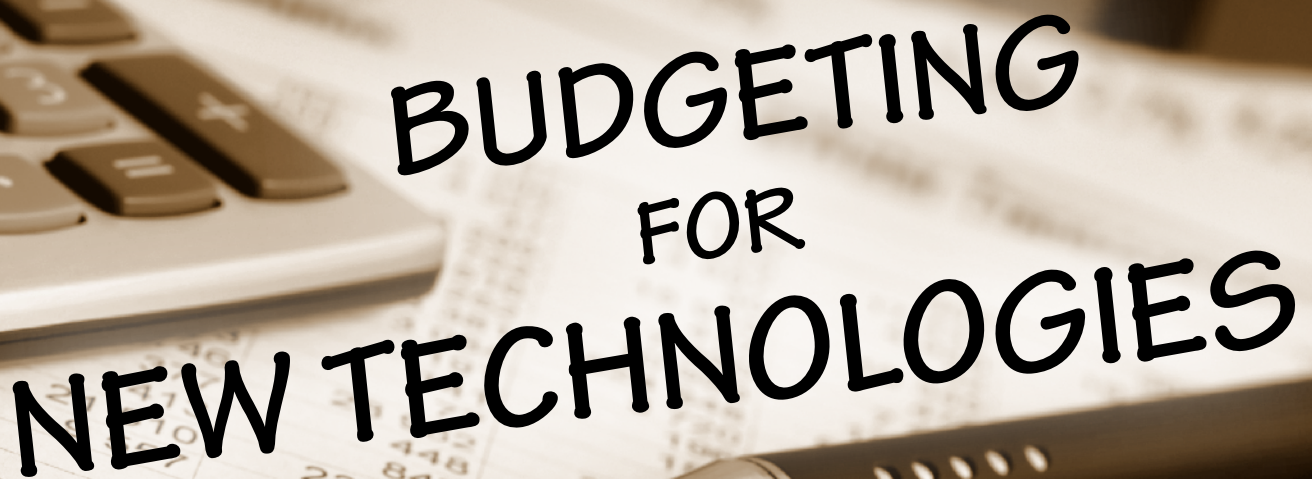
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# BUDGETING FOR NEW TECHNOLOGIES

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

EVERYBODY IS IGNORANT, ONLY ON DIFFERENT SUBJECTS.

—Will Rogers

Technology, as we've all witnessed, creates brilliant, new opportunities. But it's ever evolving, and we can't predict when new technologies that can advance our workplace will emerge or how much they'll cost. Our challenge then becomes budgeting for opportunities that have yet to be created, or even named.

I'm not a strategic planner, nor do I "play one on TV." I'm just a person who works in an environment in which other people get to make choices about the technology I have to use to get my work done. Some of that technology is the hardware (ergonomic or not) that my body interacts with, and some of that technology is the software that organizes, enables, or frustrates my attempts to benefit my employer. And now, part of that technology is the revolution in business communications that comes with internet linkages and social media platforms.

Social media platforms like Twitter and Facebook have provided amazing new levels of communication with museum and archives patrons. For a tiny fraction of traditional advertising costs, institutions can announce events and initiatives to audiences who have already expressed interest in the institution's mission. Furthermore, because the public can respond directly, quickly, and relatively anonymously, priceless information can come back to the museum or archives promptly.

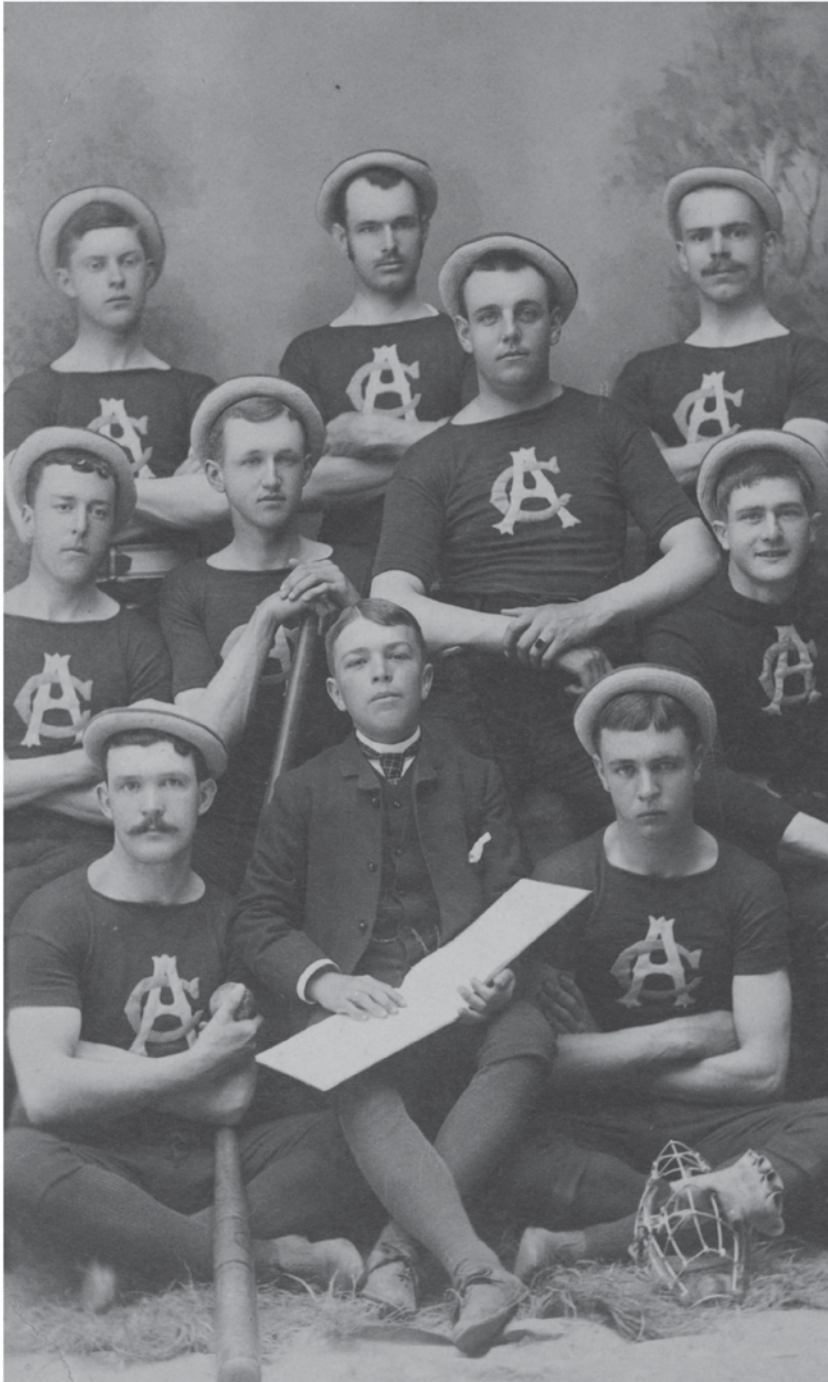
Of course, someone at the institution has to be there to notice the comments, forward them to decision makers, and post replies. Even if this vital work is entrusted to a volunteer or staff of volunteers, there are costs associated with that. Those costs are a bargain, but they need to be part of the budget, and five years ago it was a budgetary category that no one could have imagined. In addition, when something new like Facebook or Twitter comes along, everybody starts out equally ignorant about it and equally in need

of instruction and experimentation. Although you hope to use the new capabilities in productive ways, there are often hidden costs and unpredicted malfunctions that will reveal themselves over time.

With science fiction writers being who they are, someone has probably written about every conceivable technical advance and its associated social consequences. But none of us has the time to read all those stories and work out the math on which writings are prophecies and which are just entertainment. And we've all got other jobs to do. Doing those other jobs will force us to face new technologies and endure their unforeseen consequences or celebrate their benefits, but only if our institutions have set aside the money to buy into those unnamable changes ahead.

There is no doubt that designating funds for new capabilities can be a gamble. Technologies, be they hardware or software, often are marketed as glittering, magical improvements to the preexisting forms. But we often don't know much about how the new technologies are made, who made them, or how to fix them if they break. Although we may initially think of the technology as magical, it can prove to be a tainted magic in the end.

That doesn't mean that we shouldn't take the gamble. We simply need to learn to ask better questions of our new technologies and to think beyond short-term solutions. It's no longer good enough to have just a basic database spreadsheet program. Our online finding aids must permit keyword searches and our platforms must be scalable. We need to plan for migration to new platforms and new data storage devices. And we have learned to rush forward with skepticism, knowing that most things that sparkle right out of the box eventually lose their shine. *Please*, still plan on spending money and hours on the new technologies and capabilities, but not on *all* of them—and not before considering them carefully first. ■



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Since its inception, the Broome Library's University Archives and the digital Institutional Repository (IR) at the California State University Channel Islands (CSUCI) have been two separate entities working independently of each other to develop, manage, and provide access to their collections. By taking steps to better integrate the archival and digital collections, CSUCI has created a more cohesive and straightforward discovery and research experience for users.

## Roadblocks to Access

Although there was some overlap in content, both the University Archives and the IR maintained unique materials and patrons accessed information separately from each entity. The majority of the items were initially organized and physically preserved for researcher use, but expanded information and access to the documents was inconveniently limited to on-site research only.

Through interviews with students who regularly utilized the archives, the archivist concluded that most were not aware of the digital materials, and those who were aware were reluctant to use the IR. The roadblocks that the students encountered when using the IR included poor organization of materials, improperly scanned items, the inclusion of items with little research value, and no controlled vocabulary. These issues created an uninviting layout and a clunky search function that often returned incomplete or inaccurate results.

While print collections enjoyed regular use by faculty and students, knowledge and utilization of the resources available through the IR were almost nonexistent throughout the campus. And, further, a lack of archival personnel, equipment, and time presented the lone university archivist with a tough choice between processing all paper materials for traditional access or digitizing a select number with limited arrangement and preservation.

## Implementing New Strategies

In early 2012, a joint evaluation of the CSUCI University Archives and the digital IR conducted by

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# Connecting Collections

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the university archivist, cataloging librarian, and digital resources specialist led to the identification of areas of opportunity and collaboration and the creation of strategies that could enhance, promote, and increase access to both collections. The evaluators came together to share knowledge, ideas, and manpower, intent on solving the access problems by developing a forward-thinking, strategic vision to join the archival and digital collections—not only on the library website but also in researchers' minds. They determined that this could be achieved by working together to reorganize the IR, properly digitize materials that researchers would want to use, and promote and publicize both the archive and the IR collections by visually connecting the two on the various collection webpages.

## Working Together to Provide Greater Access to Archives

**Evelyn Taylor, Kaela Casey, and Laura Worden,  
California State University Channel Islands**

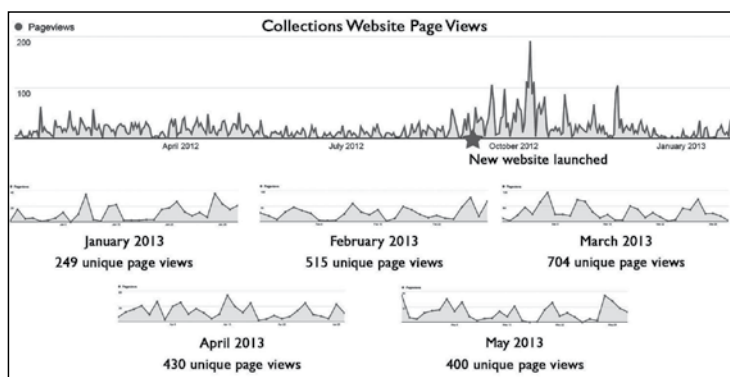
And so the work began. The digital resources specialist reorganized the IR to make it more user friendly and analogous to the organization of the archival collections. The staff created workflows and checklists to ensure the complete digitization of collections as well as new protocols

to address the selection of items for digitization. The university archivist then selected specific archival materials to digitize, based on anticipated demand and informational content. With both the digital and archival staff trained on digitization standards and procedures, the university archivist and digital resources specialist collaboratively digitized documents, photographs, slides, and ephemera, while the cataloging librarian instituted a controlled vocabulary for each digitized collection.

The team then selected visually appealing images for each IR collection homepage and collaborated on short collection descriptions to provide context to each digital collection.

For digital collections with physical materials, links from IR descriptions to the collection webpages were supplied to seamlessly connect the materials.

This strategic workflow allowed for the continuous digitization and description of archival materials, which



*Courtesy of California State University, Channel Islands.*

**Continued on page 25 >>**



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# THE Food OF New Orleans

Susan Tucker (Tulane University), 2013 Host Committee

In New Orleans, there are reasons both gustatory and historic to set out to find a good place to eat during the CoSA and SAA Joint Annual Meeting, August 11–17, 2013. Of course, you can swiftly find the restaurant or bar most suited to your needs via any number of virtual applications of our technology age. Or you can simply wander to any table you can find in New Orleans, one of the great public stages of eating in the world. In your walks around town, consider that the city's culinary ways have been heralded as a consistently bright star of New World epicurean enchantment, or, more modestly, a good place to eat for more than two centuries.

## Global Influences

The multicultural blending that formed New Orleans's past is worth consideration. While the early colonials found the foods they craved were overwhelmingly unsuited to the city's climate, their homesickness and even their near starvation influenced the types of meals you find today. To remedy hardships, for example, founder Jean-Baptiste Le Moyne de Bienville solicited German-speaking farmers to come to a rural area, aptly named Côte d'Allemagne. These Rhinelanders, Alsatians, and Swiss supplied both the literal food stuff and some varying culinary traditions to the new city. New Orleans's affinity for sausages, used in many dishes, originates from these German farmers. The city's first African and European women also should be given credit for the early foods of the city. Native Americans taught these cooks about such key ingredients as filé, a spicy herb. A third factor influencing the food in New Orleans was the mixing of the French

love of rich sauces, the Spanish affinity for spices, and the African skills in cooking and baking in a hot climate.

Other New Orleans specialties bear the mark of this colonial economy, a period of making-do with the ingredients at hand. For example, in the absence of a soil dry enough to grow an abundance of potatoes, rice growing began. Chateaugué, one of Bienville's thirteen siblings, is said to have brought two casks of rice from Saint-Domingue (now Haiti) for sowing along the Gulf Coast in 1716. Many early slaves came from Senegambia, the major rice-producing region, and they, even more so, influenced cultivation of this essential starch.

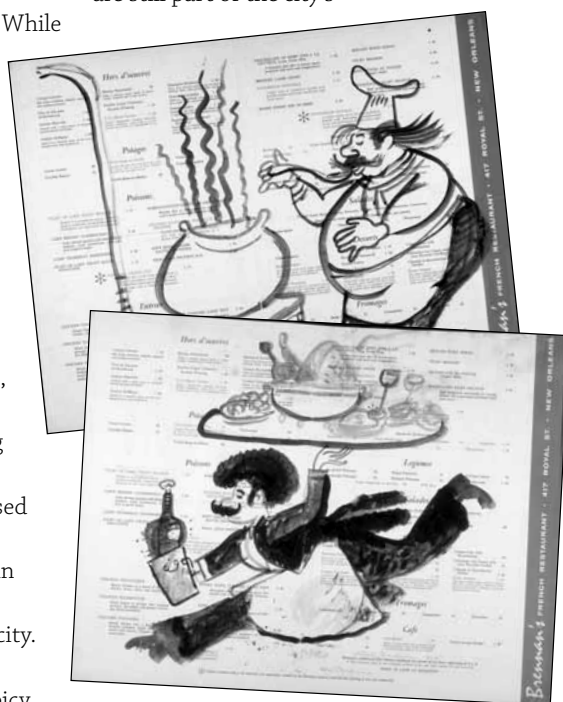
These individuals and other early New Orleanians created drinks and recipes that are still part of the city's

table today. For example, New Orleanians were compelled by various slow-to-arrive shipments to drink their rich dark coffee halved by chicory. From leftover bread, they made pain perdu (similar to French toast) or bread pudding; from leftover rice, they created a breakfast fritter called calas. Red beans and rice became a Monday dish, especially appropriate because ham for seasoning was leftover from Sunday dinner and the pot of beans could be left to cook slowly while washday chores were completed. Pralines, French-derived candies made from local pecans and brown sugar, are another specialty because no almonds could be found in Louisiana. Turtle soup and bouillabaisse took advantage of other local ingredients. Finally, Creole cream cheese is a substitute for fromage blanc, served as a breakfast and dessert basic sprinkled with sugar, drizzled with syrup, stirred together with fruit, or spread on bread.

## Creole, Cajun, and Other Traditions

New Orleanians call all things (and people) born in the city in the colonial era *Creole*. By the 1880s, this word changed its form to include a particular type of cooking. Even today, a Creole cook stocks his or her pantry with the same staples found in earlier eras: rice, onions, celery, tomatoes, bell peppers (green peppers), green onions, thyme, and bay leaves.

In addition, as countless Creole cooks have argued, one must know how to make a brown roux with generous amounts of butter and flour in which to cook the above ingredients. *Gumbo*, the African word for *okra*, became one of the best-known dishes of the Creole table. It's a soup of seafood and/or meat made with the African-introduced okra and brown roux.



"Brennan's menu." Gift of the Alfred Bendiner Foundation, *The Historic New Orleans Collection*.



"Germaine Casenave Wells at Arnaud's." *Courtesy of The Historic New Orleans Collection.*



"View of Begue's Restaurant, kitchen." *Courtesy of The Historic New Orleans Collection.*

Throughout the nineteenth century, the so-called Foreign French (a nineteenth-century phrase used to distinguish them from the Creoles), Alsatians, many more Germans, Sicilians, and Dalmatians (Croatians) added other traditions. The Foreign French, for example, added many recipes featuring preserved meats. One favorite became *daube glacée*, leftover beef or other sliced or torn meats cooked with herbs, covered with a delicate brown gelatin extracted from knuckles and bones, and chilled.

New Orleans bread, a lighter baguette that is more Alsatian and German than Parisian, dates from the mid-nineteenth century era. The Dalmatians dominated oyster harvesting and do so to this day. Drago's Restaurant in the conference hotel is part of the continuation of this Croatian dominance. (Be sure to order their charbroiled oysters.) Italians added their favorites of red gravy, artichokes, hams, pasta dishes, and olives. Get yourself a *muffuletta* and remember the Sicilians.

Building on the tradition of the German Coast farmers, the Acadians (later Cajuns) created recipes that eventually became part of New Orleans cuisine. Their rural cuisine relies on game and seafood found in forests, swamps, and bayous. Chef Paul Prudhomme, well known for such dishes as blackened fish and corn and shrimp *maque choux*, is credited with making Cajun food popular in the city and ultimately the world, and blending the Cajun and Creole traditions of the table. Before his time, for example, only Cajun families served crawfish warm at the table (as opposed to cold, as it was served in the city).

As more sophisticated methods of net and trap fishing developed, crawfish began to appear on restaurant tables, but not until

the mid-twentieth century did it become such a city or even state treasure. Two well-known dishes are crawfish *étouffée* and crawfish bisque. Today, Chef Donald Link at Cochon carries on the preservation and experimentation of Cajun food mixed with Creole traditions.

## Home Cooking and Restaurants

Home cooking is revered in New Orleans. Many neighborhood restaurants and even some grand and nationally known restaurants serve foods similar to what one would find in a New Orleans residence. Until the late-twentieth century, one of the hallmarks of the city's high and low cuisine was that the two highly resembled each other. Both home cooking and expensive restaurant food rely heavily on local ingredients. The seafood of the fancy table (oysters Rockefeller, shrimp remoulade, trout *amandine*, shrimp Creole, mirliton stuffed with crab) is not so different than what is served at home.

Other favorites that are more appreciated either by day of the week or season are red beans and rice, Creole tomatoes, okra and tomatoes, and gumbo *z'herbes*. Poor-boy sandwiches (the name that the city's purists insist on) are a neighborhood restaurant favorite, so popular that one of the newspaper columns most followed in 2011–2012 was one that featured the search for the best roast beef *po'boy*. (See here the acceptable contraction to the purist rule, because how can one be a purist in such a city dependent always on a blending of traditions?)

The city's restaurants have histories evocative of immigration, of change and continuity, and, for archivists, even of

records. A visit to Tujague (opened in 1856 by one of the aforementioned Foreign French) will allow you to view records and have a meal not unlike one served in the early twentieth century: a New Orleans *table d'hôte* special built around savory shrimp remoulade and beef brisket with another piquant sauce and vegetables.

Similarly, French families built Antoine's (established in 1840 as a boarding house by Antoine Alciatore who hailed from Marseilles), Galatoire's (founded in 1905 by Jean Galatoire, from the northern Pyrenees), and Arnaud's (opened in 1918 by wine salesman Arnaud Cazenave who was born in southwest France). These and other city restaurateurs (almost all from the southwest of France) partook in a sort of imperialism of the French table occurring in much larger cities across the world.

On the other hand, Brennan's Restaurant (established in 1946) was started by an Irishman on a dare by descendants of the New Orleans French. New Orleans food at Brennan's, as elsewhere, mixed typical French with Creole recipes. Brennan's closed this summer, making headlines for New Orleanians.

These restaurants' signature dishes include oysters Rockefeller, Pompano en Papillote, turtle soup, souffled potatoes, Eggs Sardou, bread puddings made in various ways, and Bananas Foster. Newer restaurants that have achieved international fame include Susan Spicer's Bayona and John Besh's many restaurants that mixed various traditions. August and Luke's are two restaurants that are favorites of New Orleans natives.

It is said over and over again that one cannot eat badly in New Orleans. We believe you will find this to be true. ■

# Michael Kurtz

Michael Kurtz worked at the National Archives and Records Administration thirty-seven years before joining the faculty full time at the University of Maryland's College of Information Studies, Maryland's iSchool. Earlier this year, Kurtz committed \$500,000 to create the college's first endowed professorship, which will be named in his honor. Read on for more about Kurtz's admirable career and passion for archival education.

**SAA: What compelled you to enter the archives profession?**

**MK:** I was always interested in research, records, and history. My graduate advisor at Georgetown University, Dr. Thomas Helde, suggested that a career in archives might be a good fit. He recommended that I pursue a position at the National Archives, and I am very glad that I did so!

**SAA: What are your hopes for the endowed professorship at Maryland's iSchool?**

**MK:** I hope that this endowed professorship will help ensure the long-term viability of the archival education specialization at the iSchool. With stability over time, the

occupants of this position will lead the program at the iSchool, and significantly contribute to advancing the profession into the archival digital future through original research, publishing, and teaching.

**SAA: What is the best piece of advice you've received from a professor or mentor?**

**MK:** Dr. Mabel Deutrich, the first female senior executive at the National Archives, encouraged me to continue my doctoral studies and at the same time enter the archivist career training program. Her professional and personal support was invaluable to me in successfully accomplishing these two challenging endeavors.

**SAA: If you could go back in time and take any one archives, records**



**management, or history class over again, what would it be and why?**

**MK:** Actually, two classes come to mind. In the mid-1980s, I took a course at the National Archives taught by Dr. Charles Dollar on what were then called machine-readable records. Later

I took a strategic planning workshop led by a retired Navy admiral. These courses began to open my eyes to the digital records future and to a key management and executive function I needed to master.

**SAA: If you could see any one item from an archives in person, what would it be and why?**

**MK:** While working at the National Archives, I had the privilege of seeing many significant documents. The one that I would like to view again is the Emancipation Proclamation. The document was a gigantic step toward fulfilling the ideals of the American Revolution. ■



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An organ player roll. *Courtesy of the American Organ Institute Archives and Library.*

The University of Oklahoma's American Organ Institute Archives and Library will preserve and provide public access to a unique organ recording collection with a grant from the GRAMMY Foundation. The collection consists of 760 original master organ player rolls (weighing in at 16 tons) produced by the Möller Pipe Organ Co. in the early 1920s. The collection also includes a perforator mechanism used to create daughter rolls from master rolls. The music, much of which was produced by well-known artists of the time, is reproduced in full fidelity when daughter rolls play through an organ. The preservation and digitization of these rolls will result in greater access to the rolls and the music contained within them.

### New Collection Focuses on Metropolitan Museum of Art Founder

The Syracuse University Archives has processed the George Fisk Comfort Family Collection, made possible through a grant from the Gladys Krieble Delmas Foundation. George Fisk Comfort (1833–1910), first dean of the College of Fine Arts at Syracuse University, was highly involved in the effort to establish the Metropolitan Museum of Art in New York City and what is now the Everson Museum of Art in Syracuse. The collection, dating from 1822 to 1956, includes correspondence, photographs, writings, and other materials from Comfort and his relatives. The EAD finding aid is available at [http://archives.syr.edu/collections/faculty/sua\\_comfort\\_gf.htm](http://archives.syr.edu/collections/faculty/sua_comfort_gf.htm).

### Colorado Water History Highlighted in New Collection

The Colorado State University Water Resources Archive recently scanned more than 43,000 materials related to water use and history in Colorado with a \$50,000 grant from the Colorado Water Conservation Board (CWCB). Scanned materials relate to groundwater research and administration, snow hydrology, irrigation, the 1976 Big Thompson flood, and early water leaders. Patrons can browse documents or find specific items with keyword searches on the archive's website, <http://lib.colostate.edu/archives/water>.

### Wake Forest University Recognized for Preserving Baptist Records

The Special Collections and Archives Department at Wake Forest University's Z. Reynolds Library has been awarded the Davis C. Woolley Award for Achievement in Assessing and Preserving Baptist History. The North Carolina Baptist Historical Collection at Wake Forest documents the history of North Carolina Baptist churches, institutions, and individuals. The collection contains materials on Southern, Missionary, Primitive, African American, Union, and Alliance of Baptist churches. These materials include more than 16,000 books, periodicals, association annuals, and other printed materials; church records; association minutes; and church vertical files.

### Rare Organ Player Rolls to be Preserved, Made Accessible

The University of Oklahoma's American Organ Institute Archives and Library will preserve and provide public access to a unique organ recording collection with a grant from the GRAMMY Foundation. The collection consists of 760 original master organ player

rolls (weighing in at 16 tons) produced by the Möller Pipe Organ

Co. in the early 1920s. The collection also includes a perforator mechanism used to create daughter rolls from master rolls. The music, much of which was produced by well-known artists of the time, is reproduced in full fidelity when daughter rolls play through an organ. The preservation and digitization of these rolls will result in greater access to the rolls and the music contained within them.

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## Two New Campus Case Studies

Campus Case Studies are reports by university archivists on working solutions for born-digital records. Aprille McKay of the Bentley Historical Library at the University of Michigan has contributed the latest cases:

- *Case 14: Partnering with IT to Identify a Commercial Tool for Capturing Archival E-mail of University Executives at the University of Michigan*
- *Case 15: Will They Populate the Boxes? Piloting a Low-Tech Method for Capturing Executive E-mail and a Workflow for Preserving It at the University of Michigan*

Check out these FREE resources at <http://www2.archivists.org/publications/epubs/Campus-Case-Studies>.

## Bring a DAS Course or Continuing Education Workshop to Your Neighborhood!

Professional development is essential for career growth. If you can't get out of town to attend an event, why not consider hosting one in your neighborhood? SAA makes it easy with an assortment of DAS courses and workshops—you can choose from sixty-plus available courses at <http://www2.archivists.org/prof-education/course-catalog>. If you start planning now, you can host one this fall! By planning early, you'll have enough time to publicize the offering for maximum exposure (leave at least three months to spread the word). For more information, contact SAA Education Director Solveig DeSutter at [sdesutter@archivists.org](mailto:sdesutter@archivists.org).

## Invasion of the E-Book

In August, the following SAA titles are slated to be available in the EPUB format:

- *Archives and Justice: A South African Perspective* by Verne Harris
- *Arranging and Describing Archives and Manuscripts* by Kathleen Roe
- *Archival Arrangement and Description* edited by Christopher Prom and Thomas Frusciano
- *Module 1: Standards for Archival Description* by Sibyl Schaefer and Janet M. Bunde
- *Module 2: Processing Digital Records and Manuscripts* by J. Gordon Daines III
- *Module 3: Designing Descriptive and Access Systems* Daniel A. Santamaria

Purchase EPUBs and print books at [www.archivists.org/bookstore](http://www.archivists.org/bookstore).

## AMTF Recommends Experimentation

SAA will be emphasizing a culture of experimentation at upcoming annual meetings and is considering the needs of CoSA and NAGARA at the 2013 and 2014 conferences respectively, thanks to the input you provided to the Annual Meeting Task Force. We have started implementing suggestions already; at *ARCHIVES 2013* in New Orleans this August, attendees can enjoy free Wi-Fi, a conference app with features that integrate with Google calendar, an extra track of sixty-minute sessions to free up more time for networking, and a new format for professional posters called a "Poster Pitch." Read the AMTF report at <http://www2.archivists.org/sites/all/files/0513-V-B-AMTF-Final.pdf>.



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**Sarah R. Demb** is now the museum archivist and records manager at the Museum of London. Her new responsibilities include managing the operations of the museum's Sainsbury Study Centre, which comprises a search room, exhibition gallery, and the Sainsbury's Archive, as well as the Port and River Archive Special Collections.



**Jessica Lacher-Feldman** has been named head of special collections at Louisiana State University. She previously held faculty positions at the W.S. Hoole Special Collections Library at The University of Alabama. Lacher-Feldman is also the author of SAA's upcoming book *Exhibits in Archives and Special Collections Libraries*.

**Margo Padilla** (University of California, Berkeley), **Emily Reynolds** (University of Michigan), **Molly Schwartz** (University of Maryland), and **Lauren Work** (University of Washington) have been selected as candidates for the inaugural class of the National Digital Stewardship Residency (NDSR) program. The NDSR program, created by the Library of Congress in partnership with the Institute of Museum and Library Services, offers recent master's program graduates the opportunity to gain valuable professional experience in digital preservation.



**Jacquelyn K. Sundstrand** was appointed by Associate Justice of the Supreme Court Stephen Breyer to serve on the National Museum and Library Services Board. The board is the advisory body for the Institute of Museum and Library Services. Sundstrand is an associate professor at the University of Nevada, Reno, and the archives librarian in the University Libraries' Special Collections Department.



**Dr. Helen Tibbo** was awarded a 2013 Laura Bush 21st Century Librarian Program grant of nearly \$500,000 for her project, "CRADLE: Curating Research Assets and Data using Lifecycle Education Data Management Education Tools for Content Creators, Librarians, and Archivists." The

School of Information and Library Science (SILS), the Howard Odum Institute for Research in Social Science, and University Libraries at the University of North Carolina at Chapel Hill will collaborate on the project, which seeks to establish a comprehensive continuing learning program for librarians, archivists, information and library science students, and data creators that focuses on issues of data management, preservation, and archiving.



**Michael Zaidman**, senior archival administrator at The Jim Moran Foundation, received an award of excellence from the Society of Florida Archivists (SFA) at its annual meeting. Zaidman was recognized for his longtime commitment and service to SFA as president, vice president, and newsletter editor.

**Brian Lusk**, 60, passed away on February 28. Lusk, who had a lifelong passion for transportation, had worked for Southwest Airlines since 1995, most recently as a blogger and company historian. His duties included preserving the airline's collection at the Frontiers of Flight Museum in Dallas. Lusk was a member of SAA's Visual Materials Section, Business Archives Section, Archival History Roundtable, Archives Management Roundtable, and Visual Materials Cataloging and Access Roundtable.

**Taronda Spencer** passed away on May 19. A native of New Orleans, Spencer earned a bachelor of arts degree in history from Spelman College and received a master of arts degree in history and archives administration from the University of New Orleans. Spencer returned to Spelman College in 1998 as an archivist and was appointed college historian in 2000. A second-generation archivist, Spencer was an active member of SAA, serving on the Archivists and Archives of Color Roundtable, College and University Archives Section, and the Women's Collections Roundtable, among other groups. A memorial resolution that was given to Spencer by the Archivists and Archives of Color Roundtable noted that she was "dedicated to preserving the history of African American education in the United States and mentoring a new generation of archivists."

**Sister Blathin Sullivan** passed away on May 22. Sister Blathin served as archivist for the Sisters of Saint Joseph of Boston and was a member of the congregation for eighty years. She received the Sister M. Claude Lane, O.P., Memorial Award in 1996 in recognition for her work for religious archives.

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# ARCHIVES ★ RECORDS: ENSURING ACCESS

Joint Annual Meeting of CoSA, NAGARA, and SAA

## CALL FOR PROGRAM PROPOSALS

More, more, more. . . More networking, more participation, more energy, more variety!

As the Council of State Archivists, the National Association of Government Archives and Records Administrators, and the Society of American Archivists join forces in Washington, DC, August 10–16, 2014, for our third Joint Annual Meeting, we encourage—and challenge!—you to propose sessions that will inspire and engage your professional colleagues. We've added several new session types and increased the opportunity for broader and more involved participation.

**The 2014 Program Committee seeks sessions and presentations that broaden our perspectives and address the commonalities among archivists in all specializations and records administrators in various settings to ensure that the record is available to all who will benefit from it.**

### PROPOSAL EVALUATION

Session proposals are welcome on any aspect of archives and records management practices—local, national, and international—as well as their intersections with other professions and domains. Proposals will be evaluated on the strength of the 150-word abstract, the diversity of the speakers and their experience, the completeness of the proposal, and relevance to the meeting theme. Session proposals should incorporate one or more of the following:

- A strong connection to the program's theme (Archives ★ Records: Ensuring Access).
- Inclusion of diverse or international perspectives and initiatives.
- Relevance to CoSA, NAGARA, and SAA members and other interested attendees.
- An intention to address the impact of the given topic for CoSA, NAGARA, or SAA members and/or the archives and records management professions.

### SESSION FORMATS

The Program Committee encourages submission of proposals that may include, but are not limited to, the following formats:

- **Traditional.** Open session (i.e., unlimited attendance) of seventy-five or sixty minutes, consisting of two or three fully prepared papers of fifteen minutes each and a comment-and-discussion period. Please do not propose sessions of more than three presenters. A chair is not required for this format; chair duties may be performed by one of the speakers. Paper titles are required.
- **Incubator Session.** Open session of sixty minutes, consisting of two presentations of ten minutes each that describe project, research, or collaboration initiatives in their developing or formative stages, and including at least forty minutes for audience feedback and discussion.
- **Special Focus Session.** Open session of sixty minutes designed to highlight innovative archives or records management programs, new techniques, and research projects. Audience participation is significant.
- **Panel Discussion.** Open session of seventy-five or sixty minutes, consisting of a panel of three to five individuals who informally discuss a variety of theories or perspectives on the given topic. A moderator is required; a commentator is optional.

- **Poster Presentation.** Report in which information is summarized using brief written statements and graphic materials, such as photographs, charts, graphs, and/or diagrams mounted on poster board. Presenters will be assigned a specific time at which they must be with their poster to discuss it with attendees.
- **Lightning Talks.** Eleven lively and informative five-minute talks in a sixty-minute Lightning Talk session format. The session chair secures commitments from speakers and compiles all presentation slides to ensure timely speaker transitions. Proposals in this category may suggest recommended presenters, but commitments should be secured soon after the proposal is accepted.
- **Seminar/Roundtable.** Limited-enrollment session of 90 minutes, usually designed as a directed discussion among attendees sharing a common experience or preparation.
- **[NEW!] Alternative Format.** Open session of sixty minutes in a structured sharing environment. Sessions may take a variety of alternative forms, such as **world café** (<http://www.theworldcafe.com/method.html>), with four meeting stations positioned around the room with a discussion topic posted at each, allowing participants to rotate through a variety of discussions; **fishbowl discussion** ([http://en.wikipedia.org/wiki/Fishbowl\\_\(conversation\)](http://en.wikipedia.org/wiki/Fishbowl_(conversation))), in which a small number of chairs are placed in the center of a large circle and participants cycle into the center chairs to speak and take questions from the audience; **Pecha Kucha 20x20** (<http://www.pechakucha.org/faq>), a simple presentation format in which twenty images are shown, each for twenty seconds; or **any number of conference session formats**. We welcome your creative ideas for how your topic might best be addressed! Proposals in this category must specify the format and session facilitator and may suggest up to four presenters who will be involved in the session.

### REMINDER FOR PROPOSAL SUBMITTERS AND SESSION PARTICIPANTS

Archivists and records managers who participate in the program *must* register and secure institutional or personal funding. Participants who are not archivists or records managers, or who are from outside the United States and Canada, may be eligible for complimentary registration upon request. CoSA, NAGARA, and SAA cannot provide funding for speakers, whether they are international, nonarchivists, non-records managers, members, or nonmembers.

## Proposals for the 2014 Joint Annual Meeting are due on September 30, 2013

*Please note that the Program Committee will not be able to consider proposals received after the deadline.*

**To submit a proposal (beginning August 1, 2013):** Complete the online form at <http://www2.archivists.org/conference/2014/washington>.

For additional information, see "Instructions for Completing the Session Proposal Form" or contact 2014 Program Committee co-chairs Jami Awalt, Rachel Muse, and Arlene Schmuland at [conference@archivists.org](mailto:conference@archivists.org).

# ARCHIVES ★ RECORDS: ENSURING ACCESS

Joint Annual Meeting of CoSA, NAGARA, and SAA

## CALL FOR CONTINUING EDUCATION PROPOSALS

The Committee on Education invites proposals for half-day, one-day, or two-day DAS courses or other continuing education workshops and seminars. Proposals that are accepted may be offered at various locations around the country, including pre-conference offerings at the SAA Annual Meeting. Proposal Submission Forms for DAS courses or other continuing education workshops and seminars are available in the "Workshop and Seminar Development" part of the Continuing Education section under the "Education and Events" menu on SAA's website at <http://www2.archivists.org>. Questions? Contact [education@archivists.org](mailto:education@archivists.org).

**Proposals submitted by October 15, 2013, will be reviewed specifically for the pre-conference programs that will be held at Washington, DC, August 10–16, 2014.**

Proposals should build on SAA's current continuing education curriculum at <http://www2.archivists.org/prof-education/course-catalog>.

Proposals may be developed with a specific group in mind or for the broader audience of all SAA members.

The Proposal Forms are found at <http://www2.archivists.org/prof-education/workshop-and-seminar-development>.



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## FROM THE ARCHIVIST OF THE UNITED STATES

**David S. Ferriero**

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

# The Founding Fathers at a Website Near You

Thomas Jefferson heard that his predecessor in the White House and one-time antagonist had not been well. So the seventy-one-year-old sage of Monticello wrote to the seventy-eight-year-old John Adams on July 5, 1814:

"Our machines have now been running for seventy or eighty years, and we must expect that, worn as they are, here a pivot, there a wheel, now a pinion, next a spring, will be giving way: and however we may tinker them up for awhile, all will at length surcease motion. . . ."

Adams, from his Massachusetts farm, replied as soon as he received Jefferson's letter on July 16.

"I rec this morning your favour of the 5th and as I can never let a Sheet of your's rest I Sit down immediately to acknowledge it," he wrote. "I am sometimes afraid that my 'Machine' will not 'Surcease motion' Soon enough, for I dread nothing So much as 'dying at top' and expiring . . . a weeping helpless Object of Compassion for years."

Not so long ago, you would have to spend a lot of time digging through books and old files to discover pieces of history like these letters. Now, a new, searchable website, Founders Online, can provide items from our Founding Fathers almost instantly. I extracted the exchange between Jefferson and Adams in just a few minutes.

Founders Online—at *founders.archives.gov*—contains papers of six of our Founding Fathers—Adams, Benjamin Franklin, Alexander Hamilton, Jefferson, James Madison, and George Washington.

Founders Online will have a tremendous impact on the work of students, teachers, historians, and others and serve as an important tool in our efforts at the Archives to improve civic literacy and expand access. Eventually, it will hold 175,000 documents from the founding era.

Through Founders Online, you can trace the shaping of the nation: The extraordinary clash of ideas in the Federalist papers. The debates carried out through drafts and final versions of public documents and the evolving thoughts and principles shared in personal correspondence, diaries, and journals.

## Creation of Founders Online

Founders Online is the result of a partnership between the National Historical Publications and Records Commission (NHPRC), the grant-making arm of the National Archives, and Rotunda, the electronic imprint of the University of Virginia Press.

Rotunda created the infrastructure and database for this project, and it is thanks to their vision for electronic publishing of historical documents that this project was carried to its fruition.

For many years, the editors of the print editions of the papers of the Founding Fathers have been hard at work collecting, selecting, arranging, editing, and annotating the words of the Founders for publication. Already, there are 242 volumes in print. Now these volumes can go online, and we owe the editors a profound debt of gratitude.

Also important to this project was the staff of Documents Compass, a nonprofit organization dedicated to online publishing of documentary editions. Over the past few years, they have worked to provide "early access" to the thousands of documents not yet included in the print editions of the papers.

Founders Online is the direct result of the leadership shown by the NHPRC. In 2008, the Congress asked us to find a way to make these papers freely available to the American people in an online environment.

The NHPRC extends the work of the National Archives into the nation's archives at the state and local levels and at institutions large and small. Since 1964, the NHPRC has awarded \$215 million to 5,000 projects in all 50 states and special jurisdictions. It has helped establish local archives and fund professional training of archivists and documentary editors and research and development in processing and electronic records.

## What You'll Find

And there are so many other treasures this new website can produce so easily and quickly.

You can see firsthand the close working partnership between Washington and Hamilton from their time in the Revolutionary War through Washington's term in office.

You can track Franklin's role in the Treaty of Paris in 1783, ending the war with Britain. Or you can follow Jefferson's drafting of the Declaration of Independence and Madison's study of ancient republican governments as he drafted the Constitution.

Just as remarkably, you can find insights into their private lives: the devotion expressed in the letters between John and Abigail Adams, Hamilton's feud that led to the fatal duel with Burr, and Washington's decades-long problems with his teeth.

For the National Archives, Founders Online is a key part of our mission and the President's goal for Open Government to make history accessible, discoverable, and usable by the American people.

A postscript.

Neither Adams nor Jefferson died "at the top," but they died on the same day, July 4, 1826, hundreds of miles apart, as the nation they helped found celebrated its fiftieth birthday. ■



## The Big Picture

continued from page 3

able to clearly articulate how your archives directly affects the library's main objectives. If your library's stated objective is to support undergraduate education, how does your work help achieve this goal?

You may need to advocate for your repository with administrators at an even higher organizational level. Returning to the example of the university archives, you also may need to consider how your archives contributes to the goals of the university (of course, ideally, your library's goals will be in line with those of the university). Remember that you may be advocating for your repository with nonarchivists who, in all likelihood, are heavily focused on the bottom line. Can you articulate the value of the archives in terms that nonarchivists use and understand?

## Measuring Value

Once you understand and can articulate your value within the larger framework of your parent organization, you can then turn to the various metrics you have collected. How does each measurement demonstrate that you are contributing to the mission of your organization? For instance, return to the example of the library that is particularly focused on supporting undergraduate learning. A gate count of the number of undergraduates attending teaching sessions in the archives is one way of demonstrating your value to the library's mission.

But that number might get lost in the world of general information literacy courses which most (if not all) undergraduates are required to attend at some point in their academic career. Perhaps adding information on the number of research

hours accrued by undergraduate students coming into the archives for class assignments (as opposed to more basic instructional sessions) would enhance your advocacy and ability to tie the unique contributions of the archives to the mission of the library.

Archives, libraries, and other cultural heritage institutions will always have the challenge of having numerous indirect and collective benefits that may not always be easy to directly measure and quantify. Yes, your archives holds unique information that can't be found anywhere else and ensures that it is accessible now and in the future. But proving *why* that is important and *why* funding must be maintained (or increased) to support that role is critical to ensuring you get the support you need to do all the work that goes into meeting that broad mandate. ■

## Connecting Collections

continued from page 14

led to the addition of more than three hundred records to the IR in less than six months.

## Access Points

After developing an effective method for adding collections to the IR, the team took measures to ensure additional online access points to the newly digitized materials. The cataloging librarian created OCLC records for each collection, making them discoverable and accessible through WorldCat and the library's OPAC. The team produced individual webpages for the collections' descriptions, which included links to the digital content in the IR, archival finding guides, and other useful information about the subject. All were crafted to offer details about the collections in a visually appealing and succinct manner.

Finally, the staff redesigned the library's "Collections" website to be a single point of access for both digital and print collections, drawing attention to its "Featured Collections" with prominent icons at the top of the page (see image). The finished product emerged as an illustrative and informative

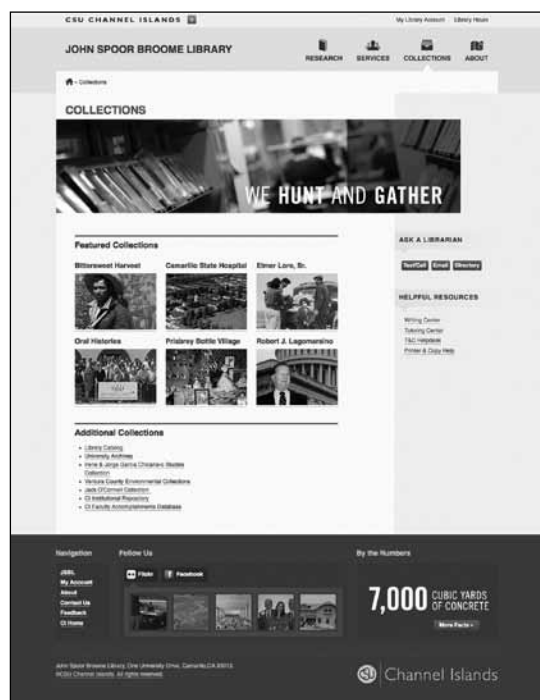
website that successfully united the offerings of both the University Archives and IR.

## Outcomes

The outcomes of this collaborative project have been significant (see graph on page 14). The University Archives and IR now function as one unit that facilitates the discovery and utilization of archival materials through the library's Online Public Access Catalog, website, and IR. Researchers have spoken positively about the collaboration between the University Archives and IR, and the utilization of digital and physical archival collections across campus has increased significantly.

The collaboration of library, archives, and digital resources was successful in creating an effective working model for processing future collections and in amply demonstrating that one focus area within a library structure can positively and effectively contribute to another's productivity. Departments should be encouraged to collaborate in meeting objectives, because the comradely effort not only

unites library members in a communal venture, it also affords library units with the opportunity to take a step beyond their borders by supplementing their own experience, education, and knowledge. As staff at the Broome Library at CSUCI learned, just as no man is an island, when connecting collections, no library staff member need be a sole survivor. ■



Courtesy of California State University, Channel Islands.

## Code Breakers

### continued from page 5

to highlight significant material that was not made obvious via folder titles.

Our images are delivered to the Wellcome Library on external hard drives. We ship batches of 50,000 to 75,000 images every three months, along with a spreadsheet of all related metadata. The project went live on the Wellcome Library's *Codebreakers* homepage and CSHL Library and Archives' digital repository in March 2013.

## Copyright Issues

Copyright is an issue that hangs over almost every digitization project. The Wellcome Library decided to take a risk-managed approach to copyright. Each participating institution provided a list of individuals who are featured prominently in our collections. Wellcome Library then assembled a list of "high-risk" individuals—mostly published authors and politicians—to be contacted directly and cleared for inclusion in the project. They then developed the detailed Copyright Clearance and Takedown webpage to allow users to flag material

they believe is in violation of copyright (<http://wellcomelibrary.org/about-this-site/copyright-clearance-and-takedown/>).

The risk-managed approach was necessary due to the sheer number of rights holders whose material appears in the digitized collections; it would take years to track down the author of each letter. Although we have suppressed some items at the rights holders' requests (for personal, not copyright, reasons), we have not encountered any legal problems since the project went live. Copyright should be carefully considered when undertaking a digitization project; however, it should not unnecessarily inhibit the accessibility of archival material.

## The Digital Future

Collaborative mass-digitization projects such as *Codebreakers: The Makers of Modern Genetics* are becoming increasingly common, especially due to new techniques in digitization and the relatively low cost of digital storage. But the single most important factor in the growth of these projects may very well be the ease of modern communication. The ability to

communicate instantly across the globe to multiple parties is crucial—especially when our partner institutions are located in the United Kingdom and our digitizer is based out of Israel. Some tools we utilized during the project included Google Drive, Basecamp, and Skype, along with plenty of emails and conference calls. When questions about technical standards, metadata, or copyright arose, we were able to address them quickly and effectively.

CSHL Library and Archives had conducted digitization projects in the past, but never on the scale of *Codebreakers*. During the course of this project, we realized the importance of careful planning, receiving clear instructions from the project leader, and maintaining open communication among all parties. These lessons, as well as those learned from our digitizers, will inform our future digitization efforts. We have even purchased our own equipment to continue our digitization program, as well as provide digitization services for local libraries, historical societies, and museums. The public demand for online access to original documents is always growing, and we hope that *Codebreakers: The Makers of Modern Genetics* will provide a model for future collaborative digitization projects. ■

## Archives Under Construction

### continued from page 9

MS B002) and title, and each box would have a box number (ex: Box 1), extent (ex: 1 record box), and at least a minimal level of description (ex: "Contains memos, meeting minutes, and photographs"). If we had time or more information, or when the collection was of a higher value, we would add date ranges, names, or any other information that would add value to the description.

Despite its advantages, Re:Discovery had no paging ability or circulation statistics tracking and was completely foreign to the library's Stacks Maintenance department, who would be pulling our requests. As a result, we decided to use Re:Discovery for all descriptive information and to use the library's Integrated Library System (ILS) catalog to barcode, physically manage, page, and track requests. When a reference question came in, we would search Re:Discovery for descriptive information, locate the barcode in the Re:Discovery box record, and then request the box with

that barcode using the catalog's "Request It" feature. The turnaround time for these requests was often one to two hours, a time that made the somewhat cumbersome process of inventorying and adding records to both systems more than worth it. In addition, the circulation module in the catalog enabled us to, for the first time, run reports on exactly which boxes were requested from which collections and how many times each box was requested.

## User Visits

With our temporary and difficult-to-find housing, we expected our overall numbers to drop, which was exactly what happened. During 2011–2012, our total count for reference email, traditional mail, phone calls, and live visits was 6,188, down from 6,904 during the 2010–2011 fiscal year. The biggest drop, of course, was in live visits; we had 457 live visits in 2011–2012, down from 1,384 in 2010–2011. However, email and traditional mail requests rose from 4,222 to 4,628, and phone requests rose from 1,298 to 1,610. From the Hampden

Center, we retrieved 22 boxes in February 2012, 42 in March, 34 in April, 51 in May, and 45 in June—an average of 38 boxes retrieved per month. We set a 10-box limit per researcher per visit, and discussed the possibility of staff accompanying researchers to our off-site storage facility if need be, though this never happened.

## Rebirth as Anderson Academic Commons

We moved into the new Anderson Academic Commons on March 25, 2013. Roughly 25,000 volumes of our rare book collection and about 500 linear feet of the most frequently used boxed archival collections returned, but we continue to request regularly from our off-site storage facility.

The renovation was filled with challenges that we expected and some that we didn't. What remained important throughout this period of numerous changes, though, was the same as always: providing our users with efficient and effective access to our collections. ■

## Make Access Happen

continued from page 6

by OMB and the Archivist of the United States in August 2012. These two initiatives reinforce each other, and the ideal future model should both help increase open data and modernize information and records management.

**We encourage *you* to help us rethink the way the federal government manages its information.**

The Managing Government Records Directive sets the deadline of December 31, 2019, for managing all permanently valuable records electronically. NARA wants to meet that deadline with a comprehensive strategy that supports the ultimate goal of vastly improved access to information. In addition, Goal A3.1 of the Directive indicates that NARA will seek “economically viable automated records management solutions” that can “reduce the burden” of records management on government employees.

NARA is using this goal to address both immediate and long-term needs:

- 1) In the short term, NARA is working to identify and increase use of tools that can automate the steps required to manage, categorize, review, and release electronic records. With use of effective tools and approaches, human process bottlenecks should no longer prevent access to so many potentially releasable records.

In support of this effort, starting this year, NARA will gather and share information from federal agencies and vendors about automated approaches and solutions available now, along with hurdles and risks to their implementation. The project website mentioned later in this article has more

detail on how vendors can participate and how the records and information community can learn what’s available.

- 2) In the long term, NARA wants to address how to provide efficient and effective access to huge volumes of electronic federal records. We’re starting to gather input on the long-term possibilities now.

We encourage **you** to help us rethink the way the federal government manages its information. We want to hear from individuals; archives students and professionals; vendors; professional associations; computer science or library and information science students or classes; and **anyone** with an interest in transparency, open government, and access to information.

Systemic changes might solve more of the problems we face and give us greater government efficiency and effectiveness supported by openness, accountability, protection of citizen rights, and documentation of the national experience. Let’s plan a future where we make access happen!

### Here’s How You Can Participate

- Visit our website <http://www.archives.gov/records-mgmt/prmd.html> for more information about this project. We’ve posted questions that you may consider as you frame your response.
- Write down your thoughts about the characteristics of a long-term solution and the steps it would take to get there.
- Contributions can be as short as you want, but should not exceed ten pages.
- Submit papers in Open Document Format or as a Microsoft Word document or PDF to PRMD@nara.gov.
- Use the subject heading “A3.1 vision” in your email. (A3.1 is the goal in the

Presidential Directive that this project addresses.)

- Contributions on this topic are welcome any time between June 2013 and September 30, 2014. There may be subsequent calls for participation as the initial plan is developed.
- Contributions received by October 31, 2013, may influence the first version of the long-term plan due on December 31, 2013, under Goal A3.1 in the Managing Government Records Directive.

### What Happens After You Submit Your Contribution?

- NARA staff members working on the Managing Government Records Directive project will review your contribution for ideas that we can use in the A3.1 plan itself or in follow-up activities that will implement the plan.
- NARA staff will track the general topics of contributions to identify trends in the recommendations.
- NARA will make submissions publicly available in the spirit of open government. Consult <http://www.archives.gov/records-mgmt/prmd.html> for information about plans and mechanisms for sharing input.
- If you provide contact information with your contribution, we may contact you for follow-up questions or community discussions related to the theme of your contribution.

Thank you for engaging with us on this exciting project! If you have any questions, please write to us at PRMD@nara.gov. ■





## FROM THE EXECUTIVE DIRECTOR

Nancy P. Beaumont

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# Strategic Planning

You learn a lot about people during strategic planning. You learn about their fondest hopes and dreams, their deepest fears and pet peeves—and sometimes their loathing of strategic planning. . . . What I've learned about the SAA Council and the organization's members during the past six months of brainstorming (and commenting) and retooling (and commenting) is that you're both comfortable thinking big *and* (in most cases) willing to be practical.

**Herewith, the Council-adopted portions of SAA's Strategic Plan as of June 30, 2013.** There's more to come. We'll be vetting a *bunch* of actions that put meat on the bones of these goals and strategies—actions primed by the research and recommendations of the Annual Meeting and Communications Task Forces and the ongoing ideas and work of so many component groups, individual members, and staff. As in every phase of the planning process, your comments on draft actions are welcome (online in July and August and at a Joint Annual Meeting Forum in New Orleans on Thursday, August 15). The Council will adopt a full strategic plan this fall and will tweak it over time—based on what we hear from you.

## Strategic Plan 2013–2018

**VISION:** The Society of American Archivists enables archivists to achieve professional excellence and foster innovation to ensure the identification, preservation, and use of records of enduring value.

**MISSION:** SAA promotes the value and diversity of archives and archivists. We are the preeminent source of professional resources and the principal communication hub for American archivists.

**CORE ORGANIZATIONAL VALUES:** The Society of American Archivists is committed to:

- Advancing the public standing of archivists.
- Ensuring the diversity of its membership and leaders, the profession, and the archival record.
- Fostering a culture of creativity and experimentation across the association.
- Providing an open, inclusive, and collaborative environment.
- Providing excellent member service.
- Social responsibility and the public good.
- Transparency, accountability, integrity, and professionalism in conducting its activities.

The following Goals and Strategies represent areas of focus for the next three to five years. The Goals articulate the outcomes that SAA would like to achieve and answer the question, "What will constitute future success?" The Goals are not necessarily identified in priority order, but are numbered to enable easy reference.

## GOAL 1

### ADVOCATING FOR ARCHIVISTS AND ARCHIVES

**Society values the vital role of archivists and archives.**

#### *SAA will*

- 1.1. Provide leadership in promoting the value of archives and archivists to institutions, communities, and society.
- 1.2. Educate and influence decision makers about the importance of archives and archivists.
- 1.3. Provide leadership in ensuring the completeness, diversity, and accessibility of the historical record.
- 1.4. Strengthen the ability of those who manage and use archival material to articulate the value of archives.

## GOAL 2

### ENHANCING PROFESSIONAL GROWTH

**Archivists have access to the professional resources they need to be successful and effective in their careers.**

#### *SAA will*

- 2.1. Provide content, via education and publications, that reflects the latest thinking and best practices in the field.
- 2.2. Deliver information and education via methods that are accessible, affordable, and keep pace with technological change.
- 2.3. Support the career development of members to assist them in achieving their goals.

## GOAL 3

### ADVANCING THE FIELD

**Professional knowledge expands to keep pace with an increasingly diverse archival record.**

#### *SAA will*

- 3.1. Identify the need for new standards, guidelines, and best practices and lead or participate in their development.
- 3.2. Foster and disseminate research in and about the field.
- 3.3. Participate actively in relevant partnerships and collaborations to enhance professional knowledge.

## GOAL 4

### MEETING MEMBERS' NEEDS

**SAA is an agile association that delivers outstanding service and fosters a culture of inclusiveness and participation.**

#### *SAA will*

- 4.1. Facilitate effective communication with and among members.
- 4.2. Create opportunities for members to participate fully in the association.
- 4.3. Continue to enrich the association and the profession with greater diversity in membership and expanded leadership opportunities.

*R e s p e c t   f o r   F i l m*

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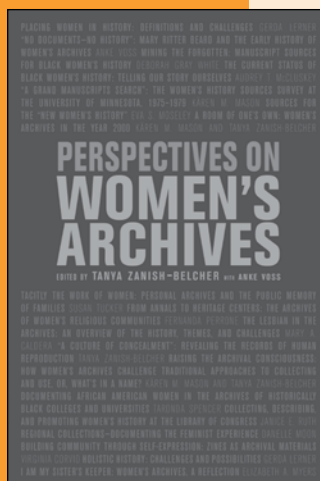
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By Jessica Lacher-Feldman

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