

GRADUATE SCHOOL OF LIBRARY AND INFORMATION SCIENCE

SIMMONS COLLEGE

LIS 442: ESTABLISHING ARCHIVES AND MANUSCRIPTS PROGRAMS

Spring 2008

Jeannette A. Bastian. LIS 442. Mon.. 6-9 pm
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Purpose of the Course: Developing a knowledge base that encompasses a variety of management competencies around sustaining an archives is vital for archivists who often work in small one or two person repositories or may face the challenges of establishing new repositories. This course will analyze the management needs of archival facilities. It will focus on developing strategic plans, locating and pursuing sources of funding, market, designing outreach, understanding the physical and intellectual resources of an archival facility and sustaining program growth. The class will also examine these issues within the context of different types of archives (i.e. government, academic, historical societies).

GSLIS Student Learning Outcomes: 4,5, 8, 9.

Additional Course Outcomes:

- Understand the elements in developing and maintaining a viable archives or manuscripts program specifically in the areas of leadership, human resource management, financial management, policy formulation and resource allocation.
- Be able to analyze weaknesses and strengths of archival programs.
- Go through a strategic planning process for an archival institution

Students must satisfactorily meet all the requirements described in the syllabus. Extenuating circumstances or other valid reasons for not making up the course assignments will be considered by the instructor, but the student will be required to provide evidence of the severity of the circumstances preventing the student from completing the assignments. Unexcused late submissions of assignments will lead to a half reduction in your grade each day the assignment is late.

The **Academic Support Center (ASC)** at <http://my.simmons.edu/academics/asc/> offers writing tutors and will help students with learning challenges. Reasonable accommodations will be provided for students with documented physical, sensory, systemic, cognitive learning and psychiatric disabilities. If you have a disability and anticipate that you will need a reasonable accommodation in this class, it is important that you contact the Director of the Academic Support Center at 617-521-2471 early in the

semester. Students with disabilities are also encouraged to contact their instructors to discuss their individual needs for accommodations.

Students should be aware that Simmons follows a College Honor Code. It can be found at <http://my.simmons.edu/gslis/resources/student-info/honor-code.shtml>

Assignments:

- 1. Strategic Planning for an Archival program- Group Project:** Based on a scenario distributed in class, students will engage in a strategic planning process for a records/archives program. Students will take into account the factors discussed in the course as well as your own knowledge of archives. The plan will include the role of information policy, archival policies, technology, program administrative setting, physical needs, financial needs, user expectations. You will be given some time to meet during class. Final products will be presented on the last day of class, **May 12.**

Some considerations include:

- What is the mission of the program?
 - Who are the customers/users/constituency? What do they want (what will they value) from the program?
 - What are the most important issues or obstacles that the program is expected to face?
 - How will the program be organized? (Please include a proposed organization chart.)
 - What are its goals for the first few years?
 - What policies will be needed?
 - Where will the funding come from? How will it be used? (create a simple budget for the first three years)
 - Outreach, public relations. How can you make this program viable and work for its longevity?
- 2. Grant writing.** Students will write a grant for a project at an institution of their choice utilizing the grant forms and guidelines from the National Historical Publication and Records Commission. Class time and class assistance will be given to this project. The grants will be presented to the class and will be reviewed and critiqued by fellow students.
 - 3. Repository Description:** Students will select a type of Archival repository, will assign a class reading and prepare a presentation for the class. They will also submit a short five – page paper describing the repository, its purpose, organization and management. Information gathering may include interviews with the repository staff. Areas to be addressed should include:
 - Mission and purpose
 - Governance
 - Organization and structure
 - Clientele

- Support
- Distinctive features. What distinguishes this type of repository from other archival repositories? Is this particular one a typical representative of its type?

4. **Response Papers:** Students will submit short on-page response papers to the readings for **three** designated classes (see syllabus). The response papers will be posted on the class wiki.

Grading:

Strategic Plan: 25%

Grant: 25%

Repository Description: 25%

Class Participation and Response papers: 25%

Required Reading: This item is on Reserve and may also be purchased from SAA.

Michael J. Kurtz, *Managing Archival and Manuscript Repositories* (Chicago: SAA, 2003).

Class Schedule:

January 28. Introduction. Managing an Archives or Manuscripts Program.

Film. "The Abilene Paradox"

February 4. The Archival Profession

Victoria Irons Walch "Introduction to A*Census Issue of *American Archivist*, 69, no. 2 (Fall/winter 2006): 310-348.

Richard J. Cox, "Archives and archivists in the twenty-first century: what will we become?" *Archival Issues*, 20 no. 2 (1995): 97-113.

Tim Ericson, "Still the Accidental Archivist?" Recruiting Professionals for the Twenty-First Century," presented at Choices and Challenges Symposium, October 8-10, 2004, http://www.hfmgv.org/research/publications/symposium2004/papers/ericson_precis.pdf.

H. Thomas Hickerson, "Ten Challenges for the Archival Profession," <http://www.archivists.org/governance/presidential/hickerson.asp>

February 11. Grant Writing

Guest Speaker: Jon Kimball, Director, Office of Sponsored Programs, Simmons College

Bruce Dearstyne, *Managing Historical Records Programs; A Guide for Historical Agencies*, (Walnut Creek: Alta Mira Press, 2000): 41-45.

Michael J. Kurtz, *Managing Archival and Manuscript Repositories*, pp. 209-220.

February 25. Starting and Managing an Archival Repository. **Response Paper**

Richard Cox, *Archives and Archivists in the Information Age*,(New York: Neal Schuman, 2005), Ch.1. p. 1-31.

Michael J. Kurtz, *Managing Archival and Manuscript Repositories*, Ch. 1. “ Management Theory and Practice,” and Ch. 5. “Planning and Reporting.”

Jeffrey Mifflin, "Starting a Hospital Archives and Records Management Program: A Case Study," *Records and Information Management Report*, v.21, no. 10. pp. 1-12.

For class discussion:

CONDUCTING STRATEGIC PLANNING. Strategic Analysis (Environmental Scan and SWOT analysis) http://www.mapnp.org/library/plan_dec/str_plan/str_plan.htm

March 3. Resource Management: Leadership.

Michael J. Kurtz, chapters 2 and 10 in *Managing Archival and Manuscript Repositories*.

Susan Davis, “How twenty-five people shook the archival world: the case of descriptive standards,” *Journal of Archival Organization*, vol. 4, no. 3-4, pp. 43-62, 2006

Karin Wittenborg, “Rocking the Boat,” and Chris Ferguson, “Whose Vision? Whose Values? On Leading Information Services in an Era of Persistent Change,” in *Reflecting on Leadership*, <http://www.clir.org/pubs/reports/pub123/contents.html>

Case Studies (in class):

Nancy M. Merz, “Starting an Archives: Texas Instruments as a Case Study,” and Sally L. Merryman, “Developing the Texas Instruments Archives,” in *Corporate Archives and*

History: Making the Past Work, ed. by Arnita A. Jones and Phillip L. Cantelon (Malabar, Fl.: Krieger, 1993), 21-36.

Patricia Morris, "Building an Archives: A Case Study in South Carolina," *Archival Issues*, 29, no. 1 (2005): 45-64.

Guest Speaker: Brenda Lawson, Massachusetts Historical Society

March 17. Resource Management: Human Resources, Lone Arrangers, Interns Volunteers

Michael J. Kurtz, *Managing Archival and Manuscript Repositories*, Ch. 8.

Richard Cox, *Archives and Archivists in the Information Age*, (New York: Neal Schuman, 2005), Ch. 3, and 4

Susan Pevar, "Success as a Lone Arranger: Setting Priorities and Getting the Job Done" *Journal of Archival Organization*, v. 3(1) 2005, pp. 51-60.

Guest Speakers: Jessica Steytler, Archivist, Congregational Library
Alyssa Pacy, Archivist, Leslie University

March 24. Resource Management: Financial Resources. Budgets, Fund raising, Costs. **Response Paper**

Michael Kurtz, *Managing Archival and Manuscript Repositories* , Ch. 11.

Tamar Chute, "Selling the college and university archives: current outreach perspectives," *Archival Issues* , 25 no. 1/2 (2000): 33-48

Paul Ericksen and Robert Shuster, "Beneficial Shocks: The Place of Processing-Cost analysis in Archival Administration," *American Archivist* 58 (Winter 1995): 32-52.

Herbert Hartsook, "By fair means if you can: a case study of raising private monies to support archival programs," *Archival Issues*. 25 no. 1/2 (2000) p. 49-56.

March 31. Decision-Making, Policy, Ethics. **Response Paper**

Michael Cook, "Professional ethics and practice in archives and records management in a human rights context", *Journal of the Society of Archivists*, 27 (April 2006),1-15

Richard J. Cox, Barbara Meister, "Teaching About Records, Ethics, and Accountability: Three Cases," *Records and information management report*, 9 (2005):21

April 7. Types of Repositories Student Presentations

April 14. Grant Writing Reviews and Project Management

Susan Hamburger, "Life With Grant: Administering Manuscripts Cataloging Grant Projects," *American Archivist* 62 (Spring, 1999): 130-152.

Michael J. Kurtz, *Managing Archival and Manuscript Repositories* Ch. 6.

Student Present and Review Grants with Jon Kimball

April 28. Outreach, Advocacy, Consulting

C. Weir, The marketing context. Outreach: luxury or necessity? *Journal of the Society of Archivists*, 25 (April 2004),71-77.

Aprille Cooke McKay, "Genealogists and Records: Preservation, Advocacy, and Politics," *Archival Issues*, 27 no. 1 (2002): 23-33.

Richard Cox, Richard Cox, *Archives and Archivists in the Information Age* (New York: Neal Schuman, 2005), Chapter Two, "Why Organizations Need Archival Consultants"

May 5. Evaluating Archives Programs. Final Grant Submissions

Sharon Rallis, What is program evaluation? Generating knowledge for improvement *Archival Science*, 4, (1-2), 2004, 5- 16.

Michael J. Kurtz, *Managing Archival and Manuscript Repositories*, ch. 9.

Case Studies : (in class)

Richard Cox, Richard Cox, *Archives and Archivists in the Information Age*, (New York: Neal Schuman, 2005), Ch. 10., "Putting it all Together: Case Studies of Four Institutional Records Programs."

May 12: Wrap-up. Group presentations of Strategic Plans.