Keeping the Wolf from the Door of Your Archives:
Practical Strategies for Coping with Financial Crises

by

Bob Knecht

It cannot be denied that these are tough times for archives. Budget cuts, decreased tax collections, politicians who see archives as “fat” to be trimmed from governmental budgets, a lack of public appreciation for cultural institutions: All these things make life a little more challenging for archivists than mere appraisal or preservation decisions.

Yes, times are tough right here in River City, but that just means we need to get more creative to survive. So, in the spirit of creativity, here are some suggestions that archivists can use to better their institutional financial picture.

Monopolize your phone service. The Big Boys did it for years, and now with deregulation, you can too. Now anyone can put in a private pay phone in their archives and charge exorbitant rates for local and long distance calls. “But won’t people just use their cell phones?” you might ask. Good question. To forestall that possibility, team up with a local “ham” radio operator and install jamming equipment, just like the Russians used to do to the Voice of America.

Sell off unnecessary parts of your building. Most archival facilities are impressive, often designed to instill a feeling of permanence and security. While this might have been the image we wanted to convey a few years ago, now we need to show that we’re hurting and need more funding. What could be more convincing for researchers to see that unneeded building components had to be sold to pay the heating bill? When patrons see every third light fixture missing and the ornamental columns outside your building going only three-fourths of the way to the roof, they’ll realize that you’re truly in dire straits.

Hold a “work day” and “sell” your administrators to do odd jobs in the community. Similar to car washes and “slave days” conducted by youth groups, fraternities, sororities, and other organizations to raise money, you could volunteer supervisors and administrators for a day or several days to be hired by people in the neighborhood. Just think of how refreshing a change it would be to clean out someone’s garage instead of preparing budgets or doing personnel evaluations! For best results, and continued employment, it would be best to go on a couple weeks’ vacation immediately after volunteering your boss.

Fabricate the documents your researchers really want. What archivist hasn’t heard researchers lamenting the non-existence of that one piece of paper that would prove their

(Continued on page 3)
The Corner Chair by Angela Curran

How many times have you had to explain what it means to be an archivist? If you’re like me, it happens frequently. From people who think that we’re glorified file clerks or weird librarians (We know who you are!) to those who misunderstand completely and hear “anarchist,” “activist,” or think that we don’t know how to pronounce “architect” – it runs the gamut. There are days when I am weary of having to explain it and just wish that my profession was something easy to understand like teaching, nursing, or offshore oil drilling.

Then, there are days like the fall quarterly meeting of KCAA at the Union Station/Kansas City Museum Archives on September 12th. (Thank you to Denise Morrison for an excellent hosting job!) That day reminded me just how much I appreciate my archival colleagues in the area. It is refreshing to interact with other archivists and historical professionals. We cope with many of the same challenges, strains, and (dare I say it?) opportunities. We understand each other. We speak the same language. In my household, if I waxed poetic about provenance, collection development policies, or linear vs. cubic feet, I would get the glazed-over look from the husband.

Particularly as many institutions are facing huge budget deficits, limited resources, and poor morale, it is important to stay connected to others like us. Use KCAA as a sounding board! Attend quarterly meetings – we schedule them to be fun and interesting for members. Post questions or problems to the KCAA listserve. Keep us updated with the activities in your institution by sending items to Mary Burtzloff, the editor of The Dusty Shelf. There are many ways to be involved in KCAA without taking on added responsibilities. We just want to see and hear from you!

As a final note, I want to thank Cynthia Laframboise for her excellent leadership as Senior Co-Chair from 2001-2002. We closed out the KCAA year in June with an annual dinner at Tuscany Manor in Lee’s Summit. And a reminder – we are always willing to come your way for a meeting! Be sure and contact me if you’d like to act as host. It’s a simple and easy way to attend a meeting and show off your institution.

Please add to your KCAA Membership Directory:

Lynn Ward (913) 894-8084 x.17
National Auctioneers Museum
8800 BALLENTINE
OVERLAND PARK KS, 66214-1900
Email: Lynn@auctioneers.org

Nani Hughes (913) 684-7387
Center for Army Lessons Learned (913) 684-4387
10 MEADE AVE BLDG 50
FT LEAVENWORTH KZ 66027-1350
Email: HughesN@leavenworth.army.mil

And make the following corrections:

Angela Curran Email: CurranAD@unityworldhq.org
Dorothy Kroh (913) 722-4241
Sarah Wood-Clark
American Jazz Museum
1616 E 18TH ST
KANSAS CITY MO 64108-4616
Email: SWood@kcjazz.org
thesis, bind separate branches of their family tree, or demonstrate a totally new historical concept? Well, now we
archivists can be truly “customer oriented.” With modern techniques of scanning, digitization, computer
modification, and printing, we can now create those “on demand” documents that our patrons truly crave! Does
someone want to prove he’s descended from a torrid affair between Kaiser Bill and Annie Oakley? Well, here’s a
secret telegram that proves it. Does a person want to show that gorillas were once native to the Great Plains? Well,
for a nominal (heh, heh) fee, we can produce an early U.S. Army exploration report that mentions that very fact. Yes,
we can bring new meaning to the phrase “popular history” and make money doing it.

Sell advertising space. If ads can be found on grocery store receipts, school lunch menus, and the sides of buses,
why not on file folders, document cases, and cubic foot boxes? Most researchers have boxes and folders directly in
front of them, often for several hours at a time. What better way for an advertiser to promote a product or service?
Archives with many visitors from afar might want to solicit ads from motels and restaurants. If you have a public
address system, you could also run audio advertising in your research room—maybe even a “gray light” special to
match your document boxes!

Auction off your building equipment and furniture. Archives sometimes have tasteful decorations and
furnishings intended to make researchers comfortable in the research room. But in these penurious times, such
furniture could command premium prices at flea markets, auctions, and garage sales. Hey, does it really matter if
researchers take notes on oak desks or secondhand card tables? And those expensive little desk lights would sell for
quite a bit. To replace them, just hang mechanics’ “trouble lights” from the rafters.

“Means test” your charges. It seems that most governmental programs these days employ “means testing,” so
why should your archives be any different? Is it right to charge a poor Midwestern farmer whose crops failed again
the same amount you would charge Bill Gates for photocopies? Of course not. Make several price sheets and charge
your patrons based on their Dun & Bradstreet ratings.

Make full use of your interns. You want to show them all about archival work, don’t you? So in these trying
times, what would be more instructive than to send them door-to-door selling raffle tickets or candy bars? After all,
almost anyone can accession, arrange, describe, and maintain records, but only the truly gifted among us can raise
the cash needed to keep the doors open. Impart to your students these absolutely necessary skills now while they’re
still young and it’s easier for them to learn.

Impose UPS charges on mail, telephone, E-mail, and faxed reference requests. Your patrons will think UPS
stands for United Parcel Service, but in reality it is an abbreviation for Unreasonable Patron Surcharge. Does
somebody want you to drop everything to send them an 1897 photo of the fire station in Smallburg, Missouri, for
publication tomorrow? Did a genealogist send you twelve generations of family group sheets to complete based on
your holdings? Does some yahoo want a copy of every campaign finance report for Snidely Whiplash since he first
ran for office in 1954? Well, smile, be nice, and do what they want . . . and then hike that UPS fee right into the
stratosphere!

(Continued from page 1)
Anyone who has ever had any responsibility for creating or updating an emergency plan knows that the process of finding time and staff to actually put something decent together is like pulling teeth. Management is usually not particularly interested in diverting staff time from more immediately productive work. Emergency planning has always been one of those things that everyone, including management, agrees is important—but not just now.

Sometimes, however, if we’re lucky, there are positive side effects stemming from dreadful events. Not that the mass production of penicillin spurred by the Second World War somehow made that war into a good thing, but at least a lifesaving good came out of it.

The dire events of September 11 last year have made management of all sorts of organizations more amenable to spending staff time on emergency planning than would otherwise be the case. No one wants to admit that their organization would be of no interest to malefactors; everyone wants to be able to say that they are playing their part in the defense of the realm.

This certainly applied in our shop. Management was less than enthusiastic about anything more time-consuming than basic updating of the telephone tree until the last year or so. Then, encouraged by diktats from Washington, we found that we could invest significant (and it has got to be significant) amounts of staff effort in completely revamping our emergency plan, even at the obvious expense of other worthy projects. So you who have been feeling guilty about letting this essential element slide yet another year, hesitate no longer. “Management” to you may be a board, your parent agency, or your immediate boss. It makes no difference. The important thing is to impress upon the boss that it is not only responsible business to produce a good emergency plan, it is your patriotic duty to do it and her or his duty to support it.

The basic truism of emergency planning still applies. Several people have to be able to invest substantial amounts of time in putting a worthwhile product together, and someone has to be prepared to take the time and effort to coordinate the work and take responsibility for it. Even in a very small shop, people other than the archivist have to be brought into it: your board, volunteers, people from the larger organization of which you may be a part.

The plan itself will include pretty much what you would have put into it before 9/11. You’ll probably want to pay particular attention to evacuation details, however. If, like us, you hold records that could conceivably be labeled “records of concern” because they might be useful to terrorists or criminals, you may want to take this opportunity to identify such records and flag them for possible access restrictions. Such records typically include plans of public or corporate buildings that are potential terrorist targets, as well as files containing personal data (particularly social security numbers) that would be useful for identity theft. And it is always a good idea to review and tighten your anti-theft measures. The trick here is to apply common sense. In all of our shops, the likelihood of a traditional disaster—fire or flood—is still overwhelmingly greater than that of being hit by thieves or terrorists. Given the precarious and violent times, we should give due consideration to security, but not imagine that the old hazards have in any way been superseded.

If you’ve read this as carefully as I know you have, you will assume that we at NARA’s Central Plains Region have completed our new emergency plan. We have, and will be happy to provide electronic copies of most portions of it to KCAA members.

Don’t worry, by the way, that your management will read this article and be annoyed to realize that you are about to take advantage of the situation to do something you’ve wanted to do all along. After all, only working archivists like you read The Dusty Shelf; managers don’t.
History of Medicine Interest Group Formed
The Metropolitan Medical Society is forming a history of medicine interest group. The group will meet monthly to explore matters pertaining to the history of local medicine. Anyone who is interested in local medical history, or who has collections pertaining to that topic is welcome to join. If you are interested please contact Nancy Hulston at (913) 588-7243 or nhulston@kumc.edu.

NEW ARRIVALS!
Born to Amy Williams of the Truman Library, daughter Meredith Ann, on August 1, 2002, at 6:19 a.m. She weighed in at 7 pounds 2 ounces. Amy reports that they are doing fine and the baby has been quite portable! Amy returned to work on October 1st.

Jennifer Parker Burrus, WHMC-KC, gave birth to her second son, Parker, at 4:31 a.m. on July 17, 2002. Four pounds, 16 inches at birth, Parker is now a healthy, alert, and a delight to his parents.

Emporia State University Archives Barb Robins (robinsba@emporia.edu) is the new University Archivist at Emporia State University.

National Archives-Central Plains Region
KCAA member Marilyn R. Finke, an archivist at the National Archives and Records Administration-Central Plains Region, in Kansas City, MO, received the 2002 Anne Ross Balhuizen Award for Excellence in Teaching Genealogy on July 20, 2002 at the American Family Records Association conference in Independence, MO. The award is presented annually to a member of the Association who displays dedication to the teaching of genealogy and a willingness to help other researchers over a continuing period.

Janice Schultz, AFRA President, announced the award at the close of the annual business meeting and just prior to a presentation on military record research by Ms. Finke. Ms. Finke specializes in genealogical reference at NARA and recently has spoken about the release of the 1930 Federal Census to many groups across Missouri and Kansas. She has taught genealogy and preservation classes in the area for almost ten years.

Before her death, Ms. Balhuizen was well known for her dedication to the teaching of family history, especially to those who were beginning genealogical research. She was a dedicated genealogist, author, and lecturer.

Western Historical Manuscript Collection-Columbia
David F. Moore is the new Associate Director of the Western Historical Manuscript Collection-Columbia. He succeeds Laura S. Bullion, who retired October 31, 2002.

Moore served as Assistant Director for two years before his promotion. He started at the WHMC-C in March 1995, and he became Senior Manuscript Specialist in charge of reference and outreach in 1999. His many duties have included helping patrons, initiating and maintaining donor relations, processing collections, developing the repository’s web site, and assisting with administrative management and financial affairs.

Moore previously worked as a graduate assistant in Special Collections and University Archives at Oklahoma State University, and he interned at the National Archives in Fort Worth, Texas. He holds BA and MA degrees in History from OSU.

Bullion started at the WHMC-Columbia in June 1978 as a Senior Manuscript Specialist in charge of the microfilm program. She served as Assistant Director from 1991-2000, and as Associate Director from 2000 until her retirement. From 1989 to 2000, she was State Coordinator of National History Day in Missouri, an educational outreach program of the State Historical Society of Missouri and the WHMC-Columbia, University of Missouri.

She previously spent six years as Director of Library Services, University of Texas Institute of Texan Cultures at San Antonio. She also worked for five years at the Texas Collection, Baylor University. She earned a BA from the University of Mary Hardin-Baylor and an MLS from Our Lady of the Lake University.

Western Historical Manuscript Collection/University Archives-Kansas City
Staff changes are coming to the University Archives operation with Marilyn Burlingame’s retirement on December 31st. Fortunately, Marilyn will come back part-time to help train her replacement and to do special projects.

Also, Jennifer Parker Burrus has resigned her position. A restructuring of the staff will move Nancy Piepenbring to a new full-time professional position. Bonnie Cozad is expecting her second child and will begin maternity leave in January.

Despite staff adjustments and budget cuts we continue to actively collect and plan new programs. Among the new initiatives is the Jewish Community Archives of Greater Kansas City — more on this later.
“Connecting the Archival Community” Report Available

The Council of State Historical Records Coordinators has released “Connecting the Archival Community,” the final report of the 16-month Archival Education and Information Web Needs Assessment Project.

The project addressed two top priorities from the April 2002 National Forum on Archival Continuing Education: the creation of a nationwide information clearing house for archival continuing education and improved partnerships among professional archival organizations and organizations serving allied professions.

The project’s findings emphasize the need for connections among archivists and professional organizations to maximize the use of scarce resources.

Today there are 61 professional associations serving archivists in the U.S. The report recommends establishing new channels for communications to connect leaders with their peers in other organizations. These include a listserv for association leaders; an easily updatable contact list; a descriptive directory of the associations; and electronic newsletters targeted by function (e.g., webmasters, education coordinators). The report also points to the desirability of ongoing staff support to facilitate inter-association communication and cooperation.

The Working Group suggests that archival associations undertake a modular approach to the development of an information clearinghouse, such as an Internet-based calendar of archival events and educational programs, followed by other topical modules.

The report also addresses the need to improve the visibility, accessibility, and longevity of Internet resources. The Working Group also points to the need for a single collection of basic information resources and tools for those who are new to the field or who may be trying to establish an archival program.

Members of the Working Group and the staff of the Council of State Historical Records Coordinators will be working with a variety of associations and education programs to discuss and implement many of these recommendations. Contact Vicki Walch, COSHRC Project Coordinator, for further information at 319-338-6650 or vwalch@coshrc.org.

A copy of the report and related materials is available on the COSHRC website at www.coshrc.org/reports/.

Please welcome new members:

**Lenore Baker**, Franklin Co. Historical Society
**Tracy Burgess**
**Nani Hughes**, Center for Army Lessons Learned
**Steven Rogers**, Johnson County Archives
**Janice Schultz**, Mid Continent Library
**Patricia Schurkamp**, Wyandotte County Museum
**Carolyn Walden**, Wyandotte Co. Historical Society

Welcome back members:

**Malisa Anderson**
**Mark Bureman**, Leavenworth Co. Historical Society
**Bobbi Rahder**, Haskell Cultural Center and Museum
**Tim Rives**, National Archives, Central Plains Region
**Geri Sanders**

Archives & the Nation: History, Archives, and the Public Interest

**KCAA Winter Quarterly Meeting**

Join us for the second quarterly meeting of the 2002-2003 year to be held at the Liberty Memorial Museum Archives in Kansas City, Missouri. Jonathan Casey, archivist at the Liberty Memorial, will host our group and lead tours of the facility, some of which is still under construction. Parking is available on the south side of the memorial in the mall area and also in the adjacent west parking area. The archives is located beneath the west building.

The Liberty Memorial is located at the southwest corner of Pershing and Main in midtown Kansas City. To access the memorial mall, take Memorial Drive west from Main (Memorial Dr. is between 27th & 29th streets, south of Pershing Road). For more information, visit the Liberty Memorial’s website at http://www.libertymemorialmuseum.org or phone (816) 784-1918.

**Date:** Thursday, December 12, 2002  
**Time:** 2:00 p.m. meeting with tours following  
Liberty Memorial Museum and Archives  
100 W. 26th, Kansas City, MO 64108-4616  
Steering Committee to meet at Lidia’s at 101 W. 22nd St. at 12:00 p.m. Phone: (816) 221-3722.
PROJECT ARCHIVIST, Southwest Missouri State University (SMSU)

RESPONSIBILITIES: The SMSU Special Collections and Archives Department seeks applications for a two-year, full time NHPRC grant funded Project Archivist position. The Project Archivist, with one FTE staff (to be hired) and student assistants, will: survey, appraise, and accession the records of at least twenty-five key university offices; identify preservation issues and needs; research and develop records retention schedules; revise the current record group classifications based on the results of the survey; create a records management manual for the university; and conduct workshops to introduce the university community to the new records management policies and procedures contained in the manual. See departmental website at library.smsu.edu/Meyer/SpecColl/spcindex.htm for project narrative.

REQUIRED QUALIFICATIONS: Graduate degree in history, library science (ALA-accredited), or related discipline; demonstrated knowledge of archival principles and practices; and excellent interpersonal and communication skills. Preferred: Experience with or knowledge of survey methodologies in a university setting.

SALARY: $32,000 annual plus benefits. Two-year, grant-funded professional position.

TO APPLY: Application deadline is January 3, 2003. Send letter of application, resume, copies of transcripts and name, address, and phone number of three professional references to: David Richards, Chair Project Archivist Search Committee, Duane G. Meyer Library, 901 S. National, Southwest Missouri State University, Springfield, MO 65804-0095.

SENIOR ARCHIVES SPECIALIST, University of Missouri-Kansas City Archives

UMKC seeks an experienced archivist for the University Archives which holds nearly 5,000 cubic feet of records. This person will be the principle staff for the Archives, reporting to a part-time University Archivist.

RESPONSIBILITIES: Processes archives collections and performs reference service. Performs assigned administrative duties and assists in long-range planning, collection development, and special projects. Receives general supervision from the University Archivist. Exercises supervision over student assistants and clerical staff.

QUALIFICATIONS: Two years experience in archives. MA in history, political science, library science, or a related area, or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired. Preference given to MA with archival training. An archival internship highly desirable.

SALARY AND RANK: Position is a twelve month, academic non-regular appointment with a comprehensive benefit package. Salary: $25,800. Applications will be reviewed beginning December 15, 2002, and continue until position is filled with an anticipated start date of January 1, 2003. Please send letter of inquiry, resume and the names of three references with addresses and telephone numbers and e-mail addresses to: David Boutros, UMKC Archives, 302 Newcomb Hall, UMKC, 5100 Rockhill Road, Kansas City, MO 64110-2499. (816) 235-1543, Fax (816) 235-5500, BoutrosD@umkc.edu.

NATIONAL FILM PRESERVATION FOUNDATION

2003 Laboratory Preservation Grant

The National Film Preservation Foundation invites applications for its federally funded 2003 Laboratory Preservation Grants. Through this program, archives can receive cash grants for laboratory work to preserve culturally and historically significant film materials. Interested organizations must register between October 28 and December 16, 2002; the final applications are due January 31, 2003. NFPF grants target the preservation of films that (1) were made in the United States or by Americans abroad, and (2) are not preserved by commercial interests. Nonprofit and public archives, including those in the federal, state, and local government, may participate. The application guidelines will be posted on the NFPF web site at http://www.filmpreservation.org/grants_projects_laboratory.html.

For further information, contact: David Wells, National Film Preservation Foundation, 870 Market Street, Suite 1113, San Francisco, CA 94102 Phone: (415) 392-1140.
Our ability to study and understand the past rests on the availability of historical materials for examination and research. At work throughout the Kansas City region are people dedicated, either through professional responsibilities or personal interest, to making historical materials available for use by identifying, collecting, and preserving the records of our heritage.

The Kansas City Area Archivists, a local professional association of archivists, manuscript curators, librarians, historians, and others, seeks to unite those individuals interested in the advancement of archival collections in the Kansas City area, and in preserving the documentation of our past.

The Dusty Shelf is published three times a year by Kansas City Area Archivists. We honor exchanges with other organizations.

KCAA OFFICERS

Co-Chairs
Angela Curran
(Unity School of Christianity Archives)
(816) 524-3550 x.2020
CurranAD@unityworldhq.org

Mary Hawkins
(University of Kansas)
(913) 864-4274
MHawkins@ku.edu

Secretary
Letha Johnson
(Kansas State Historical Society)
(785) 272-8681 x515
LJohnson@kshs.org

Treasurer
Jean Bischoff
(Dole Archives, KU)
(785) 864-2033
Bischoff@ku.edu

Kansas City Area Archivists is a local non-profit organization serving archivists in Eastern Kansas and Western Missouri. Annual membership dues: $15 individuals, $30 institutions, $10 students, $50 sustaining institution, $100 supporting institution.

Remember: Quarterly Meeting Dec 12th!