

## Archives Management Roundtable Newsletter

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It is hard to follow the great duo Daria and Lois and I hope, working with Mott Linn to be able to continue partnerships with other working groups and roundtables.

The economy continues to be the single most defining factor in our professional and personal lives. Recovery is slow and for cultural institutions lagging behind. While budget

and staffing cuts continue prevalent, a review of available job postings suggest light at the end of the tunnel – there appears to be an up tick in postings. For those facing on-going budgetary and staffing issues, moving forward is complicated, but best accomplished by honing our management skills, making ‘magik’ with limited resources, and relying on the good offices of volunteers and interns. To move forward our challenge is to conserve resources, innovate by seeking new ways to do things, challenging assertions, jettisoning the status quo, maintaining a sense of humor, and keeping things in perspective. Making use of the ARMT list serve is a great way to share and seek innovative ideas and to establish collegial relations with professionals in distant places.

The 2010 AMRT meeting will be on Wednesday August 24th (details are below). We would love to see as many AMRT members as possible, especially those who might be attending a roundtable meeting for the first time. Come reconnect with colleagues you may see only once a year.

Our partnership continues with the Records Management Roundtable on Joint Working Group on Accessibility in Archives and Records Management. Debra Kimok and Daria D’Arienzo co-chair the Working Group. The August 25th forum *Accessibility for All: Practical Tips for Creating Access in Archives* will offer an SAA-wide opportunity to discuss and take action on issues of accessibility and access for colleagues and patrons. Details about this are below.

I am honored to have been selected to serve as the chair and look forward to learning your ideas on how best AMRT can better serve your needs.

I look forward to seeing you all in Chicago at SAA 2011.

Our gratitude to all our members and our very best,  
Alexandra

SAA CONFERENCE 2011, Archives 360°

#### AMRT Roundtable Meeting

Wednesday, August 24<sup>th</sup> from 5:30 – 7:30 pm.

Location: Columbus E/F

Program: “*The Budgetary Importance of Building Relationships*”- Managing the budget is a critical task. As a result of the scarcity of resources that academic libraries face today, they have difficulty getting needed levels of funding. Budgets could be improved if archivists knew how others have built and used relationships to assist in receiving additional funding. Mott Linn’s presentation will review the findings of his study of the methods that twenty university librarians and other academic administrators use in their quest for increased funding. The roundtable’s business meeting and election will follow.

#### AMRT/RMRT Joint Working Group on Accessibility in Archives and Records Management

Open Forum: Accessibility for All: Practical Tips for Creating Access in Archives

Thursday, August 25, 2011, 12:00 PM - 1:15 PM

Location: Columbus G/H

Speakers: Daria D'Arienzo, Lisa Snider, Debra Kimok, Michele F. Pacifico

Description: Following up on the first Accessibility Awareness Forum discussion held at DC 2010 and on three years of research, the joint working group of Archives Management and Records Management Roundtables examining accessibility in archives takes a practical approach in its second Forum by addressing issues faced by archivists when creating accessible workplaces and research centers for all colleagues and patrons. An introductory overview and presentations provide practical approaches for taking the first steps, a topic most frequently requested by colleagues.

#### ARCHIVES MANAGEMENT ROUNDTABLE WEBSITE

Our web liaison, Kate Rogge, can be reached at: [krogge@kshs.org](mailto:krogge@kshs.org) The Roundtable’s website is located at <http://www2.archivists.org/groups/archives-management-roundtable>

#### ARCHIVES MANAGEMENT ROUNDTABLE LISTSERV

You may send questions, announcements or other messages to members of the Roundtable’s listserv at: [archmgmt@forums.archivists.org](mailto:archmgmt@forums.archivists.org)

To unsubscribe from this list, please visit:

<http://saa.archivists.org/Scripts/4Disapi.dll/4DCGI/person/ListServ.html>

To log into the SAA Archives Management Roundtable Discussion List forum, visit:

<http://forums.archivists.org/read/?forum=archmgmt>

and enter your email address and your SAA password.

## SAA COUNCIL LIAISON

Our Roundtable liaison to SAA Council is Brenda Lawson from the Massachusetts Historical Society. Her term of office ends Sept 1, 2011. Should you have questions or concerns about this Roundtable or other matters, you may contact her at [blawson@masshist.org](mailto:blawson@masshist.org)

## ANNOUNCEMENTS

**AMRT/RMRT Joint Working Group on Accessibility in Archives and Records Management**  
The joint working group will have a table in Chicago in the registration area. Included in the items that will be available there will be copies of their Quick Guide to Accessibility in Archives, a few copies of their LOVE card, a poster showing much of their work, and a bookmark for the group. They will also have one "office hour" during the Exhibit Hall Grand Opening on Thursday, 8/25 from 6:30-7:30. Since the Exhibit Expo has traditionally been the time that working group members attending the conference get together, stop at the table and say hello. You can review the materials on their website by going to <http://www2.archivists.org/groups/amrtmrt-working-group-on-accessibility/a-quick-guide-to-accessibility-and-archives>

## REVIEWS

This is what the editor hopes will be an ongoing feature for this newsletter. The idea behind this section is that, although members of the Society of American Archivists should have time to keep up with the literature about management issues that come out of our profession, they may not have time to keep up with pertinent sources of information that come from related disciplines, such as library management and business management. As a result, we will have short reviews of literature and reoccurring events that are likely to be important for managers of archives to be aware of, but that do not have a specific archival focus.

It is hoped that some readers will contribute reviews of what they consider to be publications with information about how one can manage an organization better. Such as the examples that follow, it is expected that these relatively brief reviews will discuss why it could be important for archives managers to be aware of the cited work. When writing the bibliographic information about the book being reviewed, please use as your guide the "Chicago Manual of Style" or Terabian's "A Manual for Writers." Please send your review as a Word document to Mott Linn at [mlinn@clarku.edu](mailto:mlinn@clarku.edu).

Alfred Chandler, *Strategy and Structure: Chapters in the History of the Industrial Enterprise* (Cambridge, MA: M.I.T. Press, 1962).

Many archivists have history backgrounds. One of the reasons for studying history is so that one can learn from it. For managers of archives an important teacher can be business history. This book is a classic in the fields of both management and business history. It gives important lessons about how to organize an operation. The most important of these is hinted at in its title. When one wants to determine how to structure one's operations, the manager should keep in mind that strategy should come before structure. In other words, a manager must know what the goals are and the basic strategies for attaining those are before one can determine how best to structure the organization.

Devora Zack, *Networking for People who Hate Networking: A Field Guide for Introverts, the Overwhelmed, and the Under Connected* (San Francisco: Berrett-Koehler Publishers, 2010). Managers need to effectively interact not only those who are above them in the organizational hierarchy, but also others at their strata in the institution. This comes more naturally for some people than for others. This author claims that most networking advice books are based upon what works well for those who are already good at networking and implies that those who are not good at networking have to change their personalities to become good at it. She then goes about shattering these myths. She believes that those who are not good at networking tend to be introverts, although she says that the information in her book will also help those extroverts and "centroverts" who are not good at networking. Most of the book is about how those whose personalities do not conform to the way networking is normally explained can use their personalities to be just as good at networking, but to do so in a way that conforms to their personalities. The book also discusses how to use these methods in different settings, such as in a job search or during business travel.

Steven Kerr, "On the Folly of Rewarding for A, While Hoping for B," *Academy of Management Journal*, 18, no. 4 (December 1975): 769-783.

The title of this article summarizes the important lesson of this article: how a manager structures the rewards that are given out (both formally and informally) is critical to how subordinates behave. Although this sounds like common sense, this dictum is not followed nearly as frequently as one would suppose. For an example of an informal reward or punishment, the author of this review has spoken to people who have complained bitterly about their student workers not calling ahead of time when they cannot make it to work. When asked whether or not they complain to their students when they do call off, these supervisors answer in the affirmative. As a result, they are rewarding for A (not calling off allows one to avoid getting yelled at), while hoping for B (having the students call out when they are not going to show up). An example of a formal system that provides faulty rewards is a university whose administrators reward their professors almost entirely for research and publications, but who hope the faculty will put great effort into their teaching responsibilities. When thought of in this way, I am sure that the readers can think of many examples of their own or of people around them who reward for A, while hoping for B.

Philip D. Leighton and David C. Weber, *Planning Academic and Research Library Buildings*, 3rd ed. (Chicago: American Library Association 1999).

One knows that a book has gained wide acclaim within a field when it is known simply by its author's last name. For example, those archivists who also have rare book duties know that when somebody refers to "Carter" as an authority, they are speaking about the book "ABC for Book Collectors." In the area of the construction and renovation of libraries, this honor belongs to a book that is so well respected that not only has it had multiple editions, but that it is known by the names of multiple creators. It is referred to as "Metcalfe," its first editor, by those who have used it a long time, as well as "Leighton" by those who are newer to dealing with library renovations. Construction is the largest single expense an archivist is likely to ever face. Obviously, one should refer to books that are well respected that are specifically about archives renovations and construction, such as *Archival and Special Collections Facilities* and *Planning New and Remodeled Archival Facilities*. Nevertheless, no matter what kind of archives you are planning to build, you will benefit from the wisdom dispensed in Leighton. Moreover, those in the academia ignore Leighton at their own risk.

The Library Management Institute, Glenside, Pennsylvania.

This institute has taken place the last few summers at Arcadia University (née Beaver College). It is a two-day conference that is devoted solely to current issues in library administration and management. It consists of a few dozen workshops that are instructed by library administrators from across the country. Some of this year's workshops, which typically last about an hour and a quarter, included ones about how to cultivate donors through special events, how to run effective meetings, employment law for librarians, how to manage change, and disaster preparedness. Given the costs involved and the reduction in travel budgets, it is understandable that most of those who attend are from the Delaware Valley area or are able to visit there cheaply (the author stays for free at his parents' house, which is nearby). But if one is in the Philadelphia area or can travel there cheaply, it will be worthwhile to get this eclectic mix of management insights.

ACRL/Harvard Leadership Institute for Academic Librarians, Cambridge, Massachusetts.

This institute, which is held every summer, is supposed to increase your capacity to lead and manage. It helps attendees answer to two key questions: how well-positioned is my organization to meet current and future challenges and how effective is my own leadership? This program is designed for directors of college and university libraries and for those who report directly to them, such as associate university librarians and assistant library deans. The institute is very well run and various experts do the teaching. Although most of it is conducted in a lecture hall setting, they allow for a large amount of give and take with those in attendance. In addition, there are a significant number of break out sessions where the attendees can get to know one's peers while learning from each other. It is expensive, but top notch.