Letter from the Chair Jeff Pirtle

The Society of American Archivists annual meeting always provides great inspiration. Each year after the annual meeting, I return to work ready to make my department the most effective, user-friendly, organized, modern, and well-funded Business Archives in the world. Then, inevitably, reality sets in. The day-to-day operation of fulfilling urgent reference requests, loaning assets, coordinating exhibits and dealing with administrative responsibilities overwhelms all the great plans I had. I’m sure many of you go through this same experience every year like I do.

Fortunately for me, this year has been a little different. The Business Archives Colloquium in Washington featuring Joey Reitman really made me realize how valuable history can be in marketing my company’s (Cont. on Page 2)

A founder’s birthday anniversary provides a gateway to his company’s history

by Jackie Kilberg
The McGraw-Hill Companies Corporate Archives

Still two years away from the 125th Anniversary of The McGraw-Hill Companies, I wanted to do something innovative to promote the company’s history. Fortunately the 150th anniversary of our founder’s birth was coming up in December of 2010. Of all the holdings contained in The McGraw-Hill Companies Corporate Archives, the collection pertaining to James H. McGraw is the most extensive.


The collection of his correspondence, photographs and writings was brought together in 1948, but the department was not formed until ten years later upon the mandate of one of the founder’s sons (Cont. on Page 2)
Donald C McGraw who said that “the need for and value of a central source of historical information relating to company progress, policies, properties, people and developments was forcefully demonstrated during the preparation of the soon-to-be-published story of McGraw-Hill.” With the completion of Roger Burlingame’s *Endless Frontiers: The Story of McGraw-Hill* (McGraw-Hill Book Company, 1959) the Company Archives was formed to serve as a central agency for continuously collecting, cataloging and retaining significant historical material relating to McGraw-Hill and its subsidiaries.

Over the past 53 years, the collection has grown to include annual reports, board minutes and investor presentations. However, the materials chronicling an executive’s life is the most fascinating. I made this case to the great-grandson of the founder, “could we feature an exhibit about his life”?

To meet our corporate mandate of promoting digital innovation, I began to prepare a virtual exhibit. I first sent a message out to the Business Archives Section members for ideas which proved invaluable. Then I wrote my story, digitized the artifacts and met with our company’s New Media team. Based on what I was trying to do, they suggested using flipbook technology. With that platform, I would not only be able to show photographs and correspondence but videos too! I gave my blessing to the multimedia media designer to put it all together. What he produced went beyond my expectations. Each chapter of Mr. McGraw’s life opened to a world where the industrial revolution was taking shape and “The Dean of Industrial Publishing” was so much a part of it.

Once the project was completed, it was featured on the company’s Intranet where 22,000 employees had the opportunity to view the story about their founder and the collection it came from.

**Editor’s Note**

Thanks go out to all of the members who responded with informative articles for this issue and/or promised to submit an article for the July issue.

I appreciate the opportunity to work on your behalf as BAS editor this year.

Pat

Patricia C. Franks, Ph.D., CRM MARA Program Coordinator San Jose State University
Detroit Tigers History at Comerica Park

by Sharon Arend, Director of Archives and Historical Documents for Ilitch Holdings, Inc.

As a charter member of the American League founded in 1901, the Detroit Tigers have a long and proud history. In the mid-1990s, when the decision was made to build a new outdoor ballpark, team owner Michael Ilitch wanted to display and share with fans some of the team’s artifacts and photos that were carefully tucked away in the team’s archives. The challenge was how to accomplish this without putting the artifacts at risk from Michigan’s harsh and ever-changing environment or tempt memorabilia thieves to break in the outdoor display cases.

The design firm of Kiku Obata (St. Louis, Missouri) developed a unique solution. Five, 26 feet tall decade pylons in the shape of a bat were fabricated out of steel with a galvanized finish – each pylon intended to display twenty years of the team’s one-hundred year history. Four two-sided, weather-tight painted steel and fiberglass covered display cases protrude from the base of each bat. To pay tribute to Detroit as the motor capital of the world, each display case rests on a tire and hubcap typical of that decade. Additionally, the shape of the display case reflects the appropriate contour and color of automobiles from that era as well. For example, the 1900s and 1910s display cases are black and “boxy” with wheels with spokes and no hubcaps. The 1940s and 1950s display cases have a fin-like shape and are painted the popular turquoise color of that era. Additionally, each pylon displays a radio style of the era. Whether it was listening to a cathedral-shaped radio of the 1930s or the popular transistor radio of the 1960s, fans unable to attend games always could experience the thrill of baseball action through broadcasting.

After months of research utilizing the resources in the team’s archives, the corporate archivist had a clear understanding of the team’s history and was able to chronologically tell the story of baseball in Detroit from its beginning to the present day. Each (Detroit Tigers, Cont. on Page 4)
display case highlights the history of two decades with photos from the Tigers archive collection. Each set of display cases has a replica bat from one of the key players of that decade, as well as a replica jersey. Louisville Slugger graciously donated all the bats, and the replica jerseys were purchased from Mitchell & Ness.

The bat-shaped pylon is covered with 10 to 15 larger-than-life replicas of memorabilia and photos from the archive collection. Made of aluminum with a 3-M coating, game tickets, scorecards, programs, equipment and cutouts of significant Tiger players jet out or wrap around the pylon. A curved panel on the bat between each display case describes what is on that side of the pylon. Special lighting surrounds the display case for night viewing, and the illuminated neon revered Old English D Tigers’ emblem atop the pylon flashes when a Tigers’ player hits a home run.

The Detroit Tigers rich history is also prevalent in the 14 feet tall banners hanging from the rafters amid the decade pylons. All banners were made utilizing photos from the Tigers archive collection. Photos from the collection were also helpful to sculptors Omri Amrany and Julia Rotblatt who captured the style of play perfected by some of the Tigers’ greatest players. Larger-than-life sculptures of Ty Cobb, Charlie Gehringer, Hank Greenberg, Hal Newhouser and Al Kaline were cast in white bronze and placed on a walkway behind center field. Sculptures of hometown hero Willie Horton and longtime Tigers radio broadcaster Ernie Harwell were added later.

Each display case was drawn to scale and approved prior to fabrication.

By using artifacts from the corporate archives and duplicating those resources in a clever way for display purposes, the original items have been preserved. Fans visiting the ballpark receive a history lesson of baseball in Detroit, and the corporate archives played a key role in bringing that history to life.

The Detroit Tigers collection is part of a centralized archive collection, which documents all businesses, past and present owned by Michael and/or Marian Ilitch. Current businesses owned by the two include: Little Caesars Pizza, Blue Line Foodservice Distribution, Little Caesars Pizza Kit Fundraising Program, Champion Foods, Detroit Red Wings, Olympia Entertainment, Uptown Entertainment, Ilitch Holdings, Inc. and Olympia Development. Michael Ilitch owns the Detroit Tigers and Marian Ilitch owns MotorCity Casino Hotel.
Flying Together: Use of Company Heritage in Delta/Northwest

When two major airlines merged in late 2008, they launched an exciting (and challenging) time for the Delta Air Transport Heritage Museum, which maintains the corporate archives at Delta headquarters in Atlanta. Over the next two years, we contributed to employee engagement and integration as Delta and Northwest consolidated operations, and we raised our profile—use of archival/museum resources is at an all-time high. This was also a period of reduced budgets and staff during economic recession. We stretched our resources by collaborating with corporate business units, building close relationships with key employees/retirees and the aviation community, and using social media.

Highlights of heritage use included:

1.) Exhibit, “Red Tail Flying: Voices and Images of Northwest Airlines,” with a/v station, 25 panels, 6 cases of artifacts, and aircraft models flying overhead.
2.) NW corporate archives created (a first for the company) and housed at the Museum.
3.) Social media outreach with regular posts on Delta’s blog <http://blog.delta.com/category/history/>, which are also shared via Delta’s Twitter and Facebook accounts. We exchanged Delta and NW history, stories and images, and posted progress reports about collecting activities and exhibit installation.
4.) Retro Uniform Week when all employees could wear their Delta and NW uniforms from previous years.
5.) Delta/NW family tree printed in both companies’ magazines, distributed as a poster to employees and linked to the Delta blog for the public.

6.) Timeline from nwa.com saved, enhanced and added to a new Family Tree gallery launched on the Museum’s site <http://deltamuseum.org/M_Education_DeltaHistory_Facts_Family_Tree.htm>
7.) Request for artifacts, records and “your favorite NW memories and stories” was posted on NW’s intranet to reach personnel worldwide.
8.) Support for specific employee groups included aircraft fleet information for Flight Operations and Air Cargo events. Vintage flight attendant uniforms were loaned for In-Flight Service events and video production, and quotes by Delta’s founder provided for an IFS calendar. Dates of service for NW’s destinations were compiled for Network Planning and Corporate Communications.

Partnerships were key to the success of heritage projects during the Delta/NW merger. Delta Marketing co-sponsored the NW exhibit; the Minnesota Historical Society and the non-profit NWA History Centre in Bloomington, MN, also shared resources, and today we work together to provide NW historical reference services. The Museum contacted our regular donors for artifacts, and made new friends among NW employees/retirees and the airline collects community. Today, thousands of Delta and former NW employees and their (Cont. on page 6)
families, corporate visitors and the general public have toured the exhibit.

The NW corporate archives was made possible by funding from Delta Corporate Communications and support by NW liaisons during Museum staff visits to NW headquarters in Eagan, MN. Most helpful was a property and facilities manager, who knew many key holders in various departments and helped us approach them sensitively during the transition. He also donated his large, personal collection of NW memorabilia. A former NW video manager helped us select historic footage. Customer service personnel took us behind the scenes at the MSP airport. Contacts from Japan shipped aircraft seats and brought vintage flight attendant uniforms in their carry-ons to the Museum. During this process, it was very heartening to hear personnel, some who had been through three or more mergers in their airline careers, say that they appreciated the efforts to preserve NW history.

The process of building a NW corporate archives also launched a partnership between the Museum and NW Corporate Records and Information Management (CRIM), whose manager became the new manager of Delta’s CRIM. Today, the Museum and Delta CRIM are working closely to integrate the corporate archives into new Delta records retention policies.

Finally, social media and Web outreach were effective and budget-friendly ways to share corporate heritage during the merger with worldwide audiences of employee/retiree groups and their families, customers, aviation enthusiasts, aviation bloggers and airline memorabilia collectors. Through Delta’s blog, Twitter and Facebook, the NW intranet and the Museum’s site, we shared vintage images and stories, tapped into nostalgia and people’s personal experiences with NW, and explored the rich, pioneering history of two companies coming together into a global airline.

The Delta/Northwest merger highlights the need for historical support even in times of reduced budgets and staff. During a major corporate transformation, the Museum was able to help Delta engage employees, demonstrate an appreciation for their contributions and communicate the integration of two historic companies to customers and the general public. Budget-minded companies looking internally for ways to use existing marketing resources should look to their corporate archives and museums, which have rich resources with broad appeal.

Contributed by Marie Force, Archives Manager, Delta Air Transport Heritage Museum Delta Air Lines 1060 Delta Blvd., Dept. 914 Atlanta, GA 30354
Controlling the Past: Documenting Society and Institutions

Bruce Bremmer contributes a chapter entitled “Brown Shoes in a World of Tuxedos: Corporate Archives and the Archival Profession” to the newly released book edited by Terry Cook.

Terry Cook describes Bruce’s contribution this way:

Bruce Bruemmer looks differently at archival responses to documenting complex institutions, one of which is the modern business corporation. Most archives are funded by taxpayers, at least in part, by some benevolent foundation, whether at the federal, state, regional, municipal, or university level. The conceptual and operating assumptions of archivists from such institutions underpin most of the Western canon of archival theory, strategy, and practice. As a result, business archivists (this they share with religious archivists) often find themselves at significant variance with their archival colleagues, and feeling very much like second class citizens within archival associations. The Sun Maid/Sun Mad Raisin incident on the cover of the American Archivist a few years ago is only the symbolic tip of a large iceberg of misunderstanding. Bruemmer urges a speedy return to the “big tent” approach to archives best illustrated by Helen Samuels’ all-encompassing approach of the documentation strategy -- aiming to document the entire records of the nation, a virtual national archives, which no one would argue should not include business records, given the huge impact of such corporations on modern society. The alternative, he warns, may see further fragmentation of the archival endeavor, just when it needs more cohesion: business archivists may follow the precedent first of the records managers in the 1950s and then of many government archivists in the 1980s of leaving the big tent of the Society of American Archivists.

Archives and a Bicentennial at Citi

As 2012 approaches, Citigroup Inc. is engaged in planning for the bicentennial of its founding on June 16, 1812. What was then City Bank of New York, which opened in New York City with $2 million in capital, now is a global financial services company with more than 200 million customers in more than 140 countries. Citi began preparations for the 200th anniversary of its founding several years ago with a review and organization of its archival resources and today has well managed archives that are part of the corporation’s global information network.

The Archives (part of Citi’s Center for Culture) reports to Richard Gomes, Director of Global Information Governance, and is supporting bicentennial initiatives including research for an illustrated history, preparation of “Case History” exhibits, and development of white papers that evaluate and give perspective on topics of strategic importance to senior management. The Winthrop Group provides professional staffing and is working with Mr. Gomes on adoption of standards for the archives and statistical models that will assist in achieving reliable identification of archival records from among Citi’s stored, non-current traditional format and, eventually, its electronic records.

Submitted by
Linda (Edgerly), Director
The Winthrop Group, Inc.

The celebration of a major anniversary enables an organization to instill pride in its employees and stockholders, and make the public more aware of its achievements and longevity. By shining a beacon on oneself at such a time, a company that might otherwise seem self-serving is more likely to earn praise.

The way a company celebrates may vary – a book or video or photo exhibit or series of parties are just some ways to highlight an anniversary. But most of the substance will almost certainly come from one source: the corporate archive. This is appropriate, for a corporate archive serves as the central source for historical information about the company and provides a business tool to enrich the public’s grasp of the company’s traditions and character.

Chevron and its legacy company Texaco provide two potent examples of how a corporate archive drew upon its rich historical records and photographs as well as its expertise to help create a narrative thread for the organizations’ anniversary celebrations.

Chevron’s earliest predecessor, Pacific Coast Oil Co., was founded in 1879. By 2004, as the company prepared to celebrate its 125th anniversary, Chevron had become one of the world’s largest international energy companies, partly through a series of acquisitions. Household names such as Gulf, Texaco and Havoline were members of its diverse family. And so, the upcoming anniversary represented an opportunity to help unify its global employees by celebrating their varied stories.

In September 2003, the company weighed three options for programs that, as stated in an executive summary, would offer “an opportunity to build reputation and engage employees’ commitment.” The recommendations were based on guidance from several sources, including those of company historian John Harper. The company chose a multifaceted initiative built around the theme of “125 Years of People, Partnership and Performance.” The components of the anniversary celebration included:

- A special anniversary edition of CVX magazine that spanned the milestones and traditions of the many legacy companies that comprise Chevron’s collective history
- A new historical web site, which would include galleries of historical photos, a video and an interactive puzzle
- A new standing feature “Celebrating 125 Years” on the Chevron Intranet’s home page
- A “tool kit” of videos and other promotional material for individual business units throughout the world that wished to celebrate the anniversary.

The archive was heavily involved in each facet of the anniversary celebration. For example, the CVX publications team drew upon the full range of the Chevron Archive’s several hundred years of cumulative experience of such energy pioneers as Texaco, Gulf, Socal, Getty and Indian Refining Co. The search encompassed thousands of images as well as company publications and newsletters, newspaper clippings, reports, product information, advertisements, artifacts, memorabilia, films, and videos.

With tight, often overlapping deadlines, the web and print projects created formidable obstacles for the archivists and other contributors. “Early on, there was competition for research time and source material,” Harper recalled. “Finally, we got all of the anniversary project teams worldwide to convene in regular meetings that included the archive staff. This maximized efficiency on our end. Information was pooled and shared digitally. And we achieved a balanced, complementary set of products that were aligned with the same message but not always the same content. One amplified the other in different ways.”

The informative, handsomely designed commemorative edition of CVX magazine became the centerpiece of 125th anniversary celebrations held by Chevron business units in scores of locations across six continents. The publication helped to engender a common pride in the company’s history and a recognition of the key role played by employees around the world.

Many of the business units held celebrations that honored their own national and regional traditions – and here, too, the archive contributed material and overall support. In Venezuela, the business unit adopted a 1920 décor for the

(Continued on page 9)
(Archives & Cont. from page 8)

event, reflecting the country’s early oil discoveries. In Houston, Texas, history took a playful turn when three company executives simulated the dress and demeanor of three company founders, and several employees appeared in a fashion show that included clothing ranging from the early roustabouts to modern-day information technologists. And in Beijing, the reception venue was decorated to replicate an ancient Chinese opera theater.

The archive made additional contributions to the 125th anniversary celebrations. These included researching and assisting in the writing of *Refining World’s* 125th anniversary issue, *The Legacy of Refining at ChevronTexaco*; and researching and helping to produce the company publication *Our History in the San Joaquin Valley*. The archive helped to unearth early photos and documents related to such memorable San Joaquin Valley oil fields as Kern River, Midway-Sunset and Elk Hills.

Chevron’s 125th anniversary team built on earlier company efforts to celebrate its heritage in memorable years. For example, *Standard Oil Co. of California* (SoCal), Chevron’s immediate predecessor, recognized the importance of its heritage when it celebrated its 50th anniversary in 1929 with articles in the *Standard Oil Bulletin* and *Among Ourselves*.

For its centennial in 1979, SoCal produced a book, *100 Years Helping to Create the Future*; a special issue of *Chevron World*; and “Creativity: the Human Resource,” a 4,000-square-foot exhibit about the company’s century-long focus on scientific thought, conceptual design, and technological development and advancement.

Unlike the 2004 anniversary celebration, these earlier initiatives lacked the unified research focus made possible through a centralized corporate archive. In 1929 and 1979, the creative teams had to draw upon diverse sources of historical information; that scattered approach was unnecessary in 2004.

In fact, Chevron’s approach to its 125th anniversary celebration benefited from the experience of its legacy company Texaco just a couple of years earlier. To celebrate its 100th anniversary in 2002, Texaco had begun planning well ahead, involving its archive in a coordinated effort. The archive’s earliest contribution came in 1999, when it established a liaison with History Associates Inc. (HAI), which had been retained to provide a conceptual framework for the celebration. After HAI defined seven key themes for the project, the archive was assigned to work with the organization in its creation of essays on each of these key themes, a historical chronology of Texaco, a corporate genealogy, a bibliographic guide, and oral history interviews with key current or retired executives.

HAI’s work served as a building block for the centennial celebration by creating material with enduring value as well as enabling the company to adapt its material for use in a centennial book, calendar, exhibit, Intranet articles, and other media.

The centerpiece of the company’s 100th anniversary celebration was *A Century of Energy*, a copiously illustrated history that traced Texaco’s heritage from the frontier years of exploration in Texas, through its rapid growth as an international company to its evolution into one of the world’s most successful global enterprises. The book included profiles of some of the company’s most significant and colorful figures as well as sidebars on such subjects as early barnstormers who tested Texaco products, celebrities on whose radio and TV programs the company advertised, and the commitment to environmental excellence. Produced in 2002, the book was designed by Alexander Isley Inc. and written by Greg Vitiello. John Harper, who joined Texaco in 2000 as company historian, played an important role in helping to craft the book by collaborating with Isley, Vitiello and other members of the team and conducting the research for the project. “The archive partnered closely with the design team and writer in judging the most important historical material and helping to dictate the design,” said Harper. Harper also worked on the ancillary projects that Texaco sponsored in celebration of its anniversary.

“It’s appropriate for a corporate archive to become partners in the creation of an anniversary project,” said Harper. “After all, we not only have access to a wealth of historical material, but we also supply the expertise, service and historical perspective no one else can deliver.”

Contributed by
John C. Harper, Historian
Policy, Government & Public Affairs
Chevron Corporation
Giving it away...about giving it away
By Rick Barry

Background
Not long ago and for the first time, I had the experience of arranging for the gift of a 70 year old personal family letter to an appropriate heritage institution – archive, library or museum. In the absence of guidelines for deciding where to do this, the simple checklist below was developed and generalized for personal/business/institutional or other records.

What to decide?
1. What’s the goal?
2. What kind of records are they?
3. Are they yours to give away?
4. Questions to ask?
5. Deciding on recipient?
6. Follow up

What’s the Goal?
Obviously, this is the most important question to answer up front, as it will provide the most important criteria used to make choices and decisions along the way. In my case, it was mainly twofold: 1) ensure that members of my parents’ children and their current and future families had continuing access to the object; 2) I thought the letter had some historical value that would be of interest to many others; 3) I was concerned about its physical state, an already 70 year old handwritten letter on non-acid free paper, and the absence of a serious preservation environment during that period and otherwise likely to remain so.

What kind of record/collection is it?
- Personal, company, institutional: academic, non-profit, church, government, mixed?
- Is this sufficiently self-evident or does the donor need to consult a specialist?
- Might it be seen differently by the recipient?

Are they yours to give away?
- Are their company/institutional guidelines covering the donor’s own organization governing donations?
- Do they contain materials received from external sources requiring permissions?
- Are there intellectual property rights to be honored?
- Are there prior limitations on release – restricted access, business confidential national security restrictions?

Questions to ask
Use organizational instrument or design own personal interview instrument, based on goals, keeping in mind not to offend the potential recipients with lengthy poorly phrased questions.

Examples:
- Do you seek donations of private/personal record, official government or business records?
- How do you think your interests might match up with mine?
- Do you accept donations of individual records or is your collection limited to larger fonds?
- If accepted, what access would you provide? Analog? Digital? Both?
- Do you have a Deed of Gift that I might obtain?

Deciding on recipient
- Determine the likely most appropriate final landing place: archive, library, museum, personal records or business institution?
- Seek out options based on context of material to be donated.
- Conduct discussion using your interview guide.
- Compare results and Deed of Gift against goals.

Follow up
- Inquire about when the gift might be accessioned.
- Inquire about the descriptive information around the planned accessioning time.
- Search the recipient’s digital finding aids, if any, to find your gift.
- Visit site to view original.
- Inform others you wish to know about it.
Displaying Information Visually: Beacon Information Commons Website

By Charlene Nichols, CA Library Archives and Records Section Jet Propulsion Laboratory

In 2010 the Jet Propulsion Laboratory (JPL) Library, Archives and Records Section (LARS) went through a website redesign, which coincided with a new physical space and rebranding as an “Information Commons.” One of our internal goals was to make updating the website easier for people who didn’t know HTML. The site was complex and dense, so when we started trying to create a framework focusing on organizing content, we quickly realized that visual quality of a site could impact usability. So a new team with three LARS members and a consulting designer was created to focus on understanding the Section’s information needs and creating a visually pleasing site in order to give a fully realized site to the programmer. Here you see the early framework and our first attempts to incorporate design and color without questioning basic elements like the larger header.

We decided to search for inspiration and were very excited by the University of Kentucky college of Arts and Sciences. http://www.as.uky.edu/Pages/default.aspx  We liked the combination of rounded corners, interesting use of negative space and a simpler header. We gathered elements from other sites for specific elements, like the tab design from Cerritos Library http://menu.ci.cerritos.ca.us/research/booklists.html and the exhibit page from the Harvard Peabody Museum http://www.peabody.harvard.edu/exhibits/current . We sent our inspiration and our content needs to our designer, and got back a beautiful inspiration page, and color palate.
Next we started the laborious process of trying to fit our content into this template. This was sometimes very difficult. For example, the Records Group started with 18 subpages and a very loose design. We worked with them to work out a hierarchy containing 5 main pages, and relegating some subset pages to devices like tabbed content. We decided that we wanted a unified identity as a section while maintaining individuality for the groups, so the sidebars, header and footer design would not change but each would have a defining style for their central content. The designer helped set a color palate that tied in with the main page but gave Records a unique identity.

Another case study started with an exhibit for the 2009 Archives month called “Finding Historical Information.” The information was displayed as four categories or research topics. We created a brochure with the exhibit and then a talk that was given Lab-wide. Focusing on this task highlighted the number of different repositories that were being used for electronic storage, and helped guide a consolidation of our collections into public and internal DocuShare Libraries. Now there is an Archives Guide and a “How to Find” application on our website that incorporates much of the information we gathered into a permanent display available on- and off-Lab. Now our hard work has paid off and you can check it out live! https://beacon.jpl.nasa.gov/