

Strategic Plan
to Improve the
Preservation,
Collection, and Use
of New Jersey
Historical Records



NEW JERSEY STATE HISTORICAL RECORDS ADVISORY BOARD

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Lucy the Elephant, National Historic Landmark, Margate, N.J., *courtesy of New Jersey State Archives*

Thomas Alva Edison in his study, *courtesy of National Park Service, Edison National Historic Site*

University Chapel, Princeton University, *courtesy of Princeton University Archives*

Great Seal of the State of New Jersey, 1776, *courtesy of New Jersey State Archives*

Back Cover Photos (top to bottom)

Ocean House, Cape May, N.J., *courtesy of New Jersey State Archives*

Governor Harold G. Hoffman, *courtesy of New Jersey State Archives*

The Graduate College, Princeton University, *courtesy of Princeton University Archives*

*Strategic Plan to Improve the
Preservation, Collection, and Use of
New Jersey Historical Records*

CONTENTS

Letter from the Board Coordinator2
What is SHRAB?3
The Strategic Planning Process3
Data Collection4
Nongovernmental Repositories4
Municipal Records6
State Government Electronic Records7
Writing the Plan8
Strategic Plan—Introduction8
Strategic Plan—Statement of Goals and Objectives9
NHPRC Grants Received to Date16



STATE OF NEW JERSEY
STATE HISTORICAL RECORDS
ADVISORY BOARD

Letter from the Board Coordinator

September 2001

Building a promising future for New Jersey will depend on how well our citizens understand our history. We can understand our rich past only by having access to the historical records of our government, our people, and the institutions of our society.

New Jersey faces a major challenge at the outset of the new millennium: securing the preservation of our priceless documentary heritage for research by future generations. Meeting the challenge calls for a concerted statewide effort to safeguard our historical records, plus an aggressive campaign to broaden public awareness of the usefulness of archival resources in understanding our past, addressing the complex issues of the present, and making intelligent choices to shape our destiny. The State Historical Records Advisory Board (SHRAB) has produced a practical strategic plan to meet that challenge during the next five years. The plan's recommended goals, objectives, and action steps for improving the preservation, collection, and use of New Jersey's historical records appear in this report.

In recent years, more New Jerseyans than ever before have rallied to the call to protect our heritage in an organized, systematic way. In 1997, the state's Task Force on New Jersey History published its landmark report, *A Heritage Reclaimed*, which described the impact of decades of neglecting the fabric of our history. Appointed by the governor and legislature, the task force dedicated two years to studying the needs of historical organizations and programs, and ultimately recommended several important steps for improving historical records preservation and access in both government and nonprofit repositories. Earlier this year, the Advocates for New Jersey History, a statewide nonprofit association dedicated to the promotion of history, led our history organizations and constituencies in adopting *The New Jersey History Plan: Goals and Recommendations*. The plan's priorities include seeking increased support for expanding cooperative educational, professional, and technical services to archives and manuscript repositories; improving collections preservation and access; and encouraging research, publications, and teaching using primary sources. The State Historical Records Advisory Board's strategic plan for 2001-2006 now builds upon this excellent foundation, focusing tightly on advancing the cause of New Jersey's archives and historical recordkeepers. This plan merits the attention of all New Jerseyans dedicated to ensuring that our rich past has the future it deserves.

Karl J. Niederer
Coordinator, New Jersey State Historical Records Advisory Board

Strategic Plan to Improve the Preservation, Collection, and Use of New Jersey Historical Records

For well over three centuries now, New Jerseyans have recorded their history through a wide variety of means: a deed of land from the native Munsee to British authorities, a colonial farmer's account book, a census of a Civil War widow and her children, photographs of a Victorian house, the papers of an Indo-American cultural society, or a computer tape from a government agency. By all accounts, the status of these records has improved considerably over the last few decades. Through the efforts of historically minded citizens, most of them dedicated volunteers, immeasurable volumes of diaries, photographs and the like have been unearthed from private attics and transferred to more publicly accessible historical societies and libraries. The State Archives has made great progress in the last few years, moving to new, expanded, and greatly improved facilities, while improving public access to its collections for research; and the leading universities in the state continue to maintain excellent archival programs.

Still, as is known by anyone who has researched in the historical records of this state, some of the archives and manuscript repositories in New Jersey are poorly organized and maintained. Especially at smaller ones, overworked curators of records, professional and volunteer alike, struggle to preserve and control an ever-burgeoning supply of historical documentation. In the meantime, the preservation problems posed by powerful yet unstable electronic technologies have yet to be addressed comprehensively by government. The State Historical Records Advisory Board (SHRAB) seeks to rectify these conditions by presenting a statewide strategic blueprint for improvement, and by developing cooperative coalitions of historical organizations and other stakeholders to accomplish the plan's goals.

What is SHRAB?

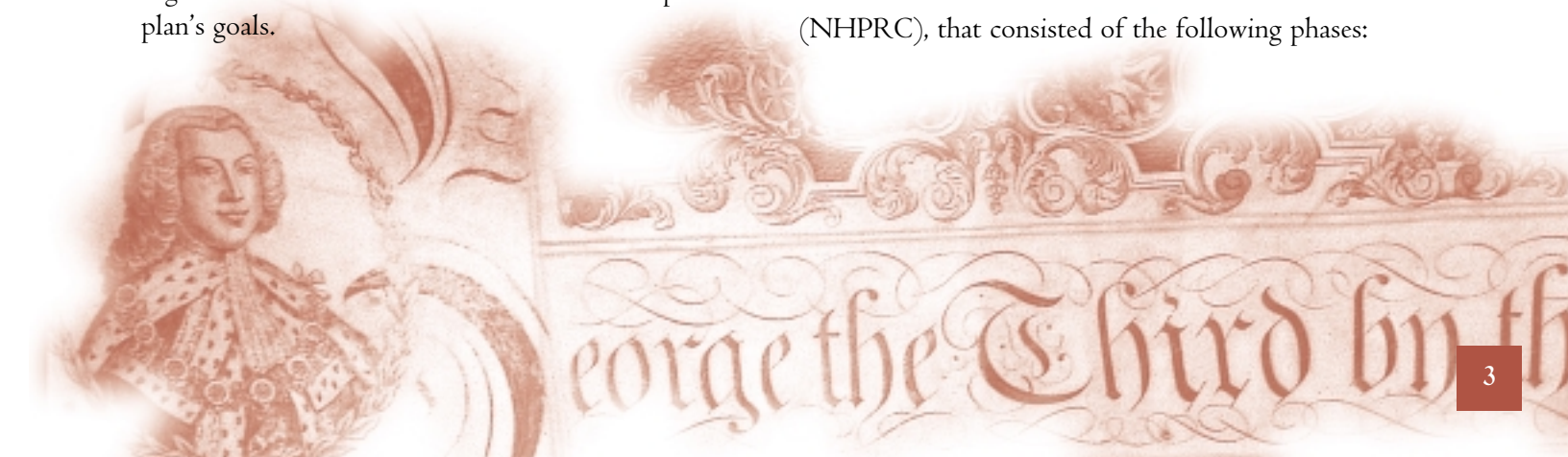
The New Jersey SHRAB is one of more than fifty similar boards active throughout the nation dedicated to historical records planning and coordination. The system of state historical records advisory boards was initiated in 1975 by the National Historical Publications and Records Commission (NHPRC), the grant-awarding arm of the National Archives, as authorized by federal statutes (44 USC 2104) and regulations (36 CFR Chapter 12). All states and territories are required to have active historical records boards in order to participate in the NHPRC grant programs.

New Jersey's SHRAB currently consists of thirteen members appointed by the governor to three-year terms. Almost all are historians, archivists, or librarians with years of experience in interpreting, caring for, or administering historical records. By federal regulation, the director of the Division of Archives and Records Management (DARM) in the New Jersey Department of State, and the executive director of the New Jersey Historical Commission are *ex-officio* members of the board; the former serves as the coordinator for the board and the staff of DARM provide administrative support.

SHRAB serves two primary roles. First, the board serves as a central advisory body within New Jersey for historical records planning and coordination. Strategic planning is key to the board's advisory function. Second, the board reviews grant proposals of a statewide or local scope submitted to NHPRC for funding support. A list of NHPRC grants to New Jersey institutions for improving recordkeeping appears at the end of this report.

The Strategic Planning Process

The board produced the plan following a three-year process, funded principally by the National Historical Publications and Records Commission (NHPRC), that consisted of the following phases:



Data Collection

SHRAB authorized DARM to hire a consultant to survey the operations of over 1,300 repositories—academic and public libraries, historical societies, museums, and historical commissions—and write a statistical report based on its findings. In addition, the condition and status of municipal records and state government electronic records was assessed through contacts to the officials that manage them.

Particularly striking data uncovered in these reports are:

- the eleven repositories with the largest holdings possess almost three-fourths of the holdings of those who responded to the survey
- the smallest three-quarters of all repositories own just under 5 percent of all holdings
- historical societies are the most numerous type of repository, accounting for almost one-third of the total; but they own just over a tenth of all collections surveyed
- almost all public libraries have adequate environmental controls, extensive hours of operation, adequate equipment, and professionally staff; yet they hold less than 6 percent of all records surveyed

- historical societies rank at the bottom of all repository types in terms of environmental controls, professional staffing, and public hours; yet they have by the far the largest pool of volunteers, acquire invaluable local documentation, and take good advantage of archival training opportunities
- a comparison with a similar survey conducted by SHRAB in 1982 reveals that environmental controls and security against theft and fire have improved dramatically in the last generation
- only 10 percent of all municipal clerks' offices are managed, equipped, and funded adequately to care for local government archives
- state government agencies have an enormous and unknown amount of electronic records, stored in a bewildering variety of formats

Nongovernmental Repositories

Of the 1,300 repositories surveyed, 270 (21 percent) responded. Survey data on environmental controls, professional staff, and public access are shown in greater detail in the following tables:

Table 1. Heat, air conditioning and humidity controls, by repository type

Type of repository	Total # of repos	Heat		Air Conditioning		Humidity Controls		Environmental controls on constantly?	
		Yes	% of type	Yes	% of type	Yes	% of type	Yes	% of type
College & Univ. Special Collections	16	15	94%	14	88%	9	56%	11	69%
Historic Sites & Museums	43	41	95%	29	67%	12	28%	24	56%
Local Gov't. Historical Commissions	15	15	100%	13	87%	4	27%	10	67%
Historical Societies:	86	78	91%	49	57%	16	19%	44	51%
0-25 lin. ft.	38	33	87%	17	45%	4	11%	16	42%
26-500 lin. ft.	38	36	95%	26	68%	11	29%	25	66%
501+ lin. ft.	5	4	80%	4	80%	1	20%	2	40%
Size not provided	5	5	100%	2	40%	0		1	20%
Public Libraries:	79	76	96%	75	95%	10	13%	46	58%
0-25 lin. ft.	49	48	98%	47	96%	5	10%	32	65%
26-500 lin. ft.	25	23	92%	23	92%	3	12%	11	44%
501+ lin. ft.	3	3	100%	3	100%	2	67%	2	67%
Size not provided	2	2	100%	2	100%	0		1	50%
Special Archives*	13	10	77%	10	77%	7	54%	10	77%
Institutional Archives**	18	17	94%	16	89%	6	33%	9	50%
All Repositories	270	252	93%	206	76%	64	24%	154	57%

*Special archives: a miscellaneous category consisting mostly of denominational and ethnic archives.

**Institutional archives collect exclusively or primarily the records of the parent organization of which they are a part. Examples include: county archives, hospital archives, business corporation archives, etc.

Table 2. Heat, air conditioning and humidity controls, by repository type, 1982 & 1999*

Type of repository	Total currently reporting (1999)	Currently have heat	Currently have A-C	Currently have humidity controls	Total reporting in 1982	Had heat & A-C in 1982	Had humidity controls in 1982
College & Univ. Special Collections	16	94%	88%	56%	27	22%	22%
Historic Sites & Museums	43	95%	67%	28%	45	20%	18%
Historical Societies	86	91%	57%	19%	118	16%	14%
Public Libraries	79	96%	95%	13%	132	29%	14%
All four types	224	94%	75%	21%	322	22%	17%

*Local Government Historical Commissions and Special & Institutional Archives were not surveyed in 1982.

Table 3. Paid professional staff, by repository type

Type of Repository	0 FTES*		<1 FTE		1-2 FTES		2.1-4 FTES		>4 FTES	
	# of repos.	% of type	# of repos.	% of type	# of repos.	% of type	# of repos.	% of type	# of repos.	% of type
Academic	5	31%	1	6%	7	44%	2	13%	1	6%
Historic Sites & Museums	26	60%	4	9%	12	28%	1	2%	0	
Historical Commissions	12	80%	2	13%	1	7%	0		0	
Historical Societies	72	84%	5	6%	8	9%	1	1%	0	
Public Libraries	22	28%	19	24%	36	46%	1	1%	1	1%
Special Archives	6	46%	3	23%	3	23%	1	8%	0	
Institutional Archives	5	28%	8	44%	1	6%	3	17%	1	6%
All repositories	148	55%	42	16%	68	25%	9	3%	3	1%

*FTEs: Full-time equivalent employees (example: 2 half-time employees = 1 FTE)

Table 4. Average number of hours open per week and number open by appointment only, by repository type

Type of repository	Average # of hours open per week	# open by appointment only	% of responses, by type	Total # of responses
Academic	46	4	25%	16
Historic Sites & Museums	24	12	30%	40
Historical Commissions	37	3	21%	14
Historical Societies	12	36	44%	81
Public Libraries	54	3	4%	75
Special Archives	29	5	38%	13
Institutional Archives	37	11	65%	17
All repositories	36	74	29%	256



Women's ward in the contagious disease hospital at Ellis Island, N.J., ca.1922, courtesy of National Park Service, Statue of Liberty National Monument and Ellis Island Immigration Museum.

The preceding tables make it possible to classify the state's nongovernmental repositories in terms of overall quality. The presence of paid professional staff and adequate climate controls are arguably the most basic elements in operating a sound archival program. Moreover, improving them may lie beyond the fiscal resources that will be available to the New Jersey SHRAB. With funding from the legislature and NHPRC, the board and other granting agencies can provide enough archival supplies and training to turn a poor repository into an excellent one—provided that the organization has sufficient dedicated and skilled personnel to organize and make available its collections, and the proper security and environmental controls to prevent their eventual loss or disintegration.

At the top of the archives pyramid are just over twenty repositories that have at least one full-time professional archivist and excellent HVAC systems—with heat, cooling, and humidity controls operating at all times. Thankfully, these repositories hold the vast majority of all historical collections reported. Next in line in terms of quality are approximately ninety institutions with good to very good overall programs. Almost all have at most one professional staff member devoted to historical records—usually a librarian with varying amounts of training in preservation or archival techniques. All have air-conditioning systems, most of which are operating when needed. (Table 2 shows that such systems have proliferated considerably since 1982.) The great majority of these repositories are public libraries located in cities or large towns, with the remainder being split evenly between county historical societies and a few specialized or institutional archives. Just over half of them

have very small collections (under 25 linear feet), though nineteen have over 100 linear ft. With the aid of special technical services, such as manuscript cataloging, conservation treatments, and preservation guidance, they should be fully capable of caring for their small- to medium-sized holdings.

More problematical are those repositories with heat and occasional air conditioning, but no professional staff. Of the ninety-odd institutions in this class, almost two-thirds have no paid staff at all, though a few make the best of this shortcoming by cultivating a dedicated band of volunteers. Just over half of their collections total less than 25 linear ft.; but over a quarter have over 100 linear ft.—a lot of material to put at risk. These repositories greatly need basic archival training for their nonprofessional and volunteer staff—ideally, a long-term mentoring relationship with a professional in the field. Above all, such institutions should commit to make an archives program a key part of their overall mission, one that will receive a sizable share of their meager resources.

Finally, just over sixty repositories have no air conditioning at all; over two-thirds of these have no paid staff either. Visiting these sorts of institutions usually reveals a very disorganized collection of highly varying materials. Only a dozen are open more than ten hours per week, making research access to these endangered resources very difficult. Thankfully, almost two-thirds of them have under 25 linear ft. of archival records, and only nine had more than 100 linear ft. These institutions should concentrate on what they do best: preserving historic structures and raising local historical awareness; they should leave the business of maintaining unique historical records to those who have much greater resources.

Municipal Records

Our findings here draw on DARM's intimate knowledge of New Jersey's 566 incorporated cities and towns, tours of about ten municipal clerks' offices, and interviews with their officers. Another important resource was East Brunswick Township Clerk Betty Kiss, former president of the Municipal Clerks' Association of New Jersey, and now a widely respected instructor in archives and records management courses for other municipal clerks. A general consensus emerged from the interviews and tours that only 10 percent of all clerks' offices are both

well-managed and well-funded: inventorying noncurrent files, promptly filing for disposal when their legal retention periods expire, and maintaining permanent records in a secure facility with state-of-the-art environmental controls. Most other clerks' offices are run by well-intentioned individuals who simply lack the resources to fulfill their responsibilities. Their chief problems are lack of environmentally sound storage space and, above all, money. To remedy these shortcomings, experienced observers recommended: (1) the creation of a state fund from document recording fees to which municipal governments could apply for records management aid, (2) mentoring programs for municipal clerks, (3) increasing DARM's staff of records managers to provide more and improved field services, (4) increasing grant funding for conservation of old record books, and (5) records management education for other municipal officers.

State Government Electronic Records

For our purposes, it may be said that there are two different kinds of electronic records: databases and imaging systems. The former store abstracted data in structured formats on magnetic disks and tapes; the latter record images of entire documents onto optical disks and CD-ROMs. The greatest threat to the continued accessibility of both kinds of electronic records arises from the rapidity of technological change. A once-thriving, widely used automation system can become useless if the technology on which it is based becomes so obsolete that it cannot be transferred or migrated to the



FileNet™ optical disk system, courtesy of New Jersey Division of Revenue

next generation. In theory, agencies will recognize the imperative to maintain currently used, long-term, and permanent records and will take the necessary steps to ensure their continued preservation and migration. In practice, agencies may well lack the knowledge or funding necessary to undertake this complex and expensive task. Some agencies are known to have accidentally erased magnetic storage tapes.

Because of all these threats to the long-term longevity of electronic records, the State Records Committee and Division of Archives and Records Management (DARM) require that agencies retain eye-readable (paper or microfilm) backup copies for all data or image files that have a long-term or permanent retention period. However, this does not adequately solve the problem, as a number of issues remain:

1. **Paper backups are an inadequate substitute for database and image files:** The utility of databases results not only from their ability to store huge amounts of data electronically, but also from their power to index and link together different sets of data relationally. The problem is not as severe for image files; yet it would be a shame to lose the easy accessibility to records that they provide. The Governor's Office of Constituent Relations (GOOCR), for example, scans approximately 100 cubic feet of correspondence per year, indexed by correspondent and subject keywords. In the absence of the indexed image files, conducting research in the GOOCR files would be a daunting prospect.
2. **Records retention periods are often based on administrative and legal mandates, rather than the needs of historical scholarship:** Busy State Records Committee members and short-handed division staff rely heavily on agency personnel in assessing the long-term importance of electronic records. As a result, some historically valuable records may be deleted prematurely. The Department of Labor, for example, maintains a database of accounting information on each employer's payroll. Since the department needs the data primarily for enforcing employer contributions of unemployment and disability taxes, it offloads records seven years after an employer has ceased operating. But historians might well want to

use these datafiles for researching patterns of ethnic and gender employment in New Jersey, for example.

3. **Noncurrent electronic records can be easily forgotten:** For reasons of economy, agencies often remove their older but still permanent records from data or image files by downloading them onto a tape or other storage device. Due to the fallibility of human nature, they then are subject to neglect. When a recent governor took office, the incoming administration offloaded the electronic files of its predecessor's Office of Constituent Relations onto a storage tape, deeming them irrelevant to their concerns. Future administrations will find it still less important to preserve these aging files by continually refreshing them and migrating them to the next generation of technology.

The extent to which these potential problems pervade state government is unclear, but it is significant. As reported by their records liaisons, most departments have imaged at most one or two permanent record series. Databases are somewhat more prevalent, as they are based on an older technology. Some of this information is clearly unreliable. One department reported, quite incredibly, that it has no permanent record series in electronic form. Records liaisons are almost always overworked and often receive little cooperation from their own department's agencies. One thing is certain: the volume of electronic records will continue to increase in the years to come.

Writing the Plan

In March 1999, the board met in retreat for two days, under the guidance of professional facilitators, during which it wrote vision and mission statements, and drafted a strategic plan in light of the report prepared by the project consultant, Rachel Onuf. Soon afterward, the board attended an all-day training seminar on electronic records presented by Fynnette Eaton, of the Smithsonian Institution Archives. A committee of board members then met to add a goals and objectives statement to the strategic plan relating to electronic records issues. DARM staff then edited the plan and arranged for its printing in simple word-processed format.

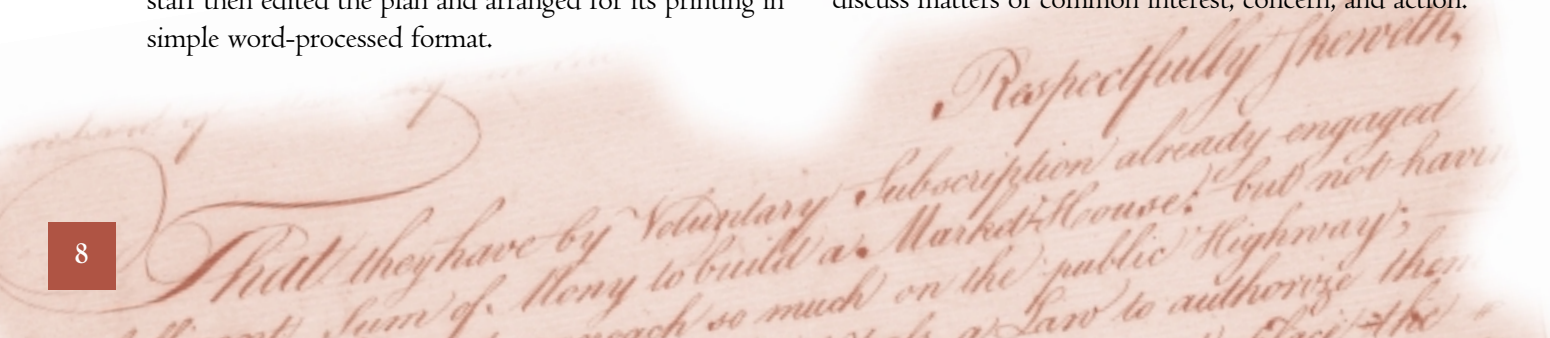
In the fall of 1999, the board sought the public's reaction to the draft plan through a series of open public meetings held at Monmouth County Library, Seton Hall University, and Woodstown (Salem County). In the following spring, the board assembled more narrowly attended focus groups to examine each of the plan's goal statements in depth. The focus groups consisted of two to three different board members, plus up to a half-dozen librarians, archivists, or historians who have special expertise in the particular goal being discussed. The focus groups' work was invaluable, resulting in many key improvements to the plan.

Strategic Plan—Introduction

After stating the board's vision and mission statements, the plan consists of a table for each of its seven goals, followed by objectives to work toward during the planning period, 2001—2006. All but Goal 7 contain objectives that SHRAB will use as funding priorities in evaluating applications by New Jersey institutions to the NHPRC. The goals themselves, however, are not written in any particular priority order. In the column immediately to the right of the objectives are activities the board will pursue in order to meet them.

Accountability and performance measurement

The two right-hand columns in the chart state, respectively, "performance indicators" to determine when the activities have been completed, and the names of "possible participants" who may carry out them out. The plan obviously cannot give complete details and specifics on what should happen and when, and who will participate. The SHRAB will review the plan each year to assess progress toward achieving the seven goals and will make adjustments through annual workplans and reports. The board's review will include an assessment of the degree to which the performance indicators are being or have been addressed. To do this, SHRAB will sponsor regular meetings of representatives of historical records repositories to gather information, assess progress, and discuss matters of common interest, concern, and action.



Goal 1: To improve physical and intellectual access to and preservation of historical records located in a broad range of repositories

This goal addresses the heart of archival work: cataloging, conserving, and storing records. Archivists catalog manuscripts by describing them in a common format, using standard terminology so that the resulting records convey universally understood meaning and can be transported electronically throughout hyperspace. Archivists conserve historical records by handling, packaging, and sometimes reformatting to maximize their longevity, drawing on scientific knowledge informed by continual experimentation. Finally, they store archival materials in secure, climatically stable facilities. A survey of the state's 1,300+ historical records repositories revealed wide gaps in their ability to exercise these basic professional functions. Through these goals and their related activities, the plan seeks to narrow those disparities.



Oakeside Bloomfield Cultural Center, courtesy of Caucus Archival Projects and Evaluation Service (CAPES) of N.J. Caucus, Mid-Atlantic Regional Archives Conference

Objectives	Activities	Performance Indicators	Possible Participants
Create a coordinated program for cataloging collections and identifying preservation treatment needs	<ul style="list-style-type: none"> • Create and continuously update an online list of repositories with contact and collections information • Establish a statewide program for basic MARC/ NUCMC cataloging of the collections of small repositories, using itinerant catalogers → As cataloging proceeds, write-up broad-brush preservation assessment reports → As cataloging proceeds, identify collections for future microfilming and/or digitization • Publicize Library of Congress's NUCMC cataloging program to all historical records repositories 	<ul style="list-style-type: none"> • List of repositories will be comprehensive and updated regularly • Catalogers will visit 200 repositories and create 1,500 MARC records • Catalogers will write 200 preservation assessment reports • Materials about NUCMC will be sent to all repositories 	<p><i>NJ Caucus of the Mid-Atlantic Regional Archives Conference (hereafter MARAC/NJ Caucus)</i></p> <p><i>NJ State Library (hereafter NJSL)</i></p> <p><i>Rutgers University Libraries, Special Collections and University Archives (hereafter Rutgers Spec. Coll.)</i></p> <p><i>Department of State, Div. of Archives and Records Management (hereafter DARM)</i></p> <p><i>League of NJ Historical Societies</i></p>
Encourage development of statewide conservation program	Using data gathered above, write summary report on preservation needs and recommendations for addressing them	<ul style="list-style-type: none"> • Summary preservation needs report completed 	<i>State Historical Records Advisory Board (hereafter SHRAB), NJSL, MARAC/NJ Caucus</i>
Consider establishing regional repositories for holding collections owned by smaller institutions that lack archival storage facilities	Conduct a study to determine the feasibility of the regional repository concept	<ul style="list-style-type: none"> • Report is completed 	<i>SHRAB</i>

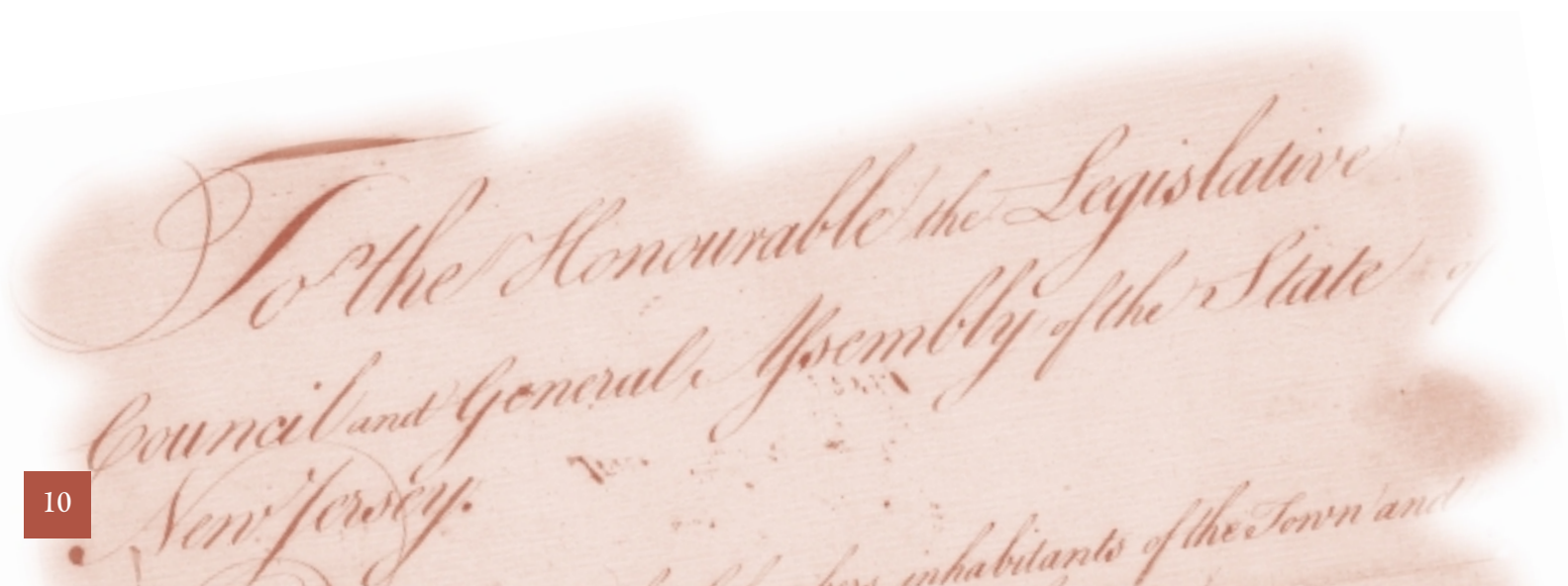
Goal 2: To ensure that the state's diverse communities are represented in present and future records collecting

This goal seeks to increase the collecting of records from individuals and groups who heretofore have gone relatively undocumented in the state's repositories: these include new immigrant populations, workers, African Americans, and women. The last three groups have historically been excluded from the mainsprings of power in American society and, until relatively recently, from the interest of historians and archivists. Recent immigrants simply have not been in the U.S. long enough to develop the kind of self-consciousness of past necessary for generation of archival collections suitable for donation to repositories. Archivists therefore need to be more proactive in seeking out the literature of recent immigrants.



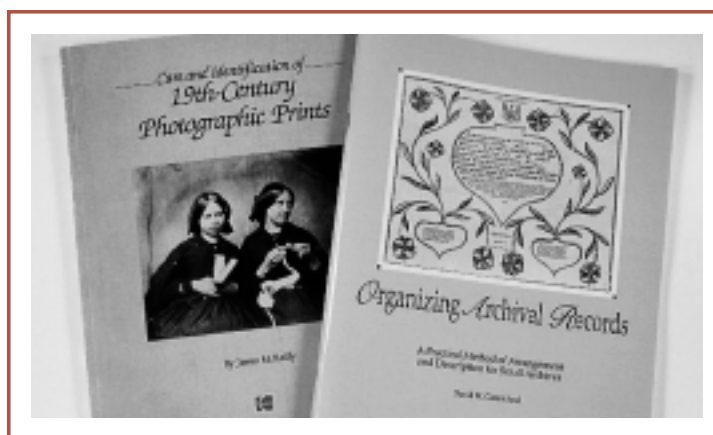
Modeling for Colored Elks Club show, New Brunswick, N.J., 1961, courtesy of Rutgers University Libraries, Special Collections and Archives

Objectives	Activities	Performance Indicators	Possible Participants
Establish coordinated program based in existing repositories for surveying potential sources and collecting historical records	<ul style="list-style-type: none"> Identify and make contacts with underdocumented communities through civic, faith-based, ethnic, veterans, and other local institutions Survey records held by such communities Accession collections 	<ul style="list-style-type: none"> Make contacts with sixty underdocumented communities Survey thirty such groups Accession twenty collections 	<i>Rutgers Spec. Coll., NJ Historical Society, other large repositories, NJ Historical Commission, SHRAB</i>
Develop an educational program to help communities appreciate the importance of their historical records and take steps to preserve them	<ul style="list-style-type: none"> Make presentations to community groups that demonstrate importance of historical records Provide workshops for community groups on basic care of archival records 	<ul style="list-style-type: none"> Make thirty presentations Present ten workshops 	<i>NJ Historical Commission, NJ Historical Society, DARM, Rutgers Spec. Coll, MARAC/NJ Caucus.</i>



Goal 3: To promote the improvement of archival management skills among the state's historical records personnel

As the survey data demonstrates, many repositories do not and may never be able to employ professional archivists, and most that do will only employ one. The objectives in this section point toward greatly increasing opportunities for volunteers and entry-level workers to be introduced to archival management and for the more experienced to further and sharpen their skills.



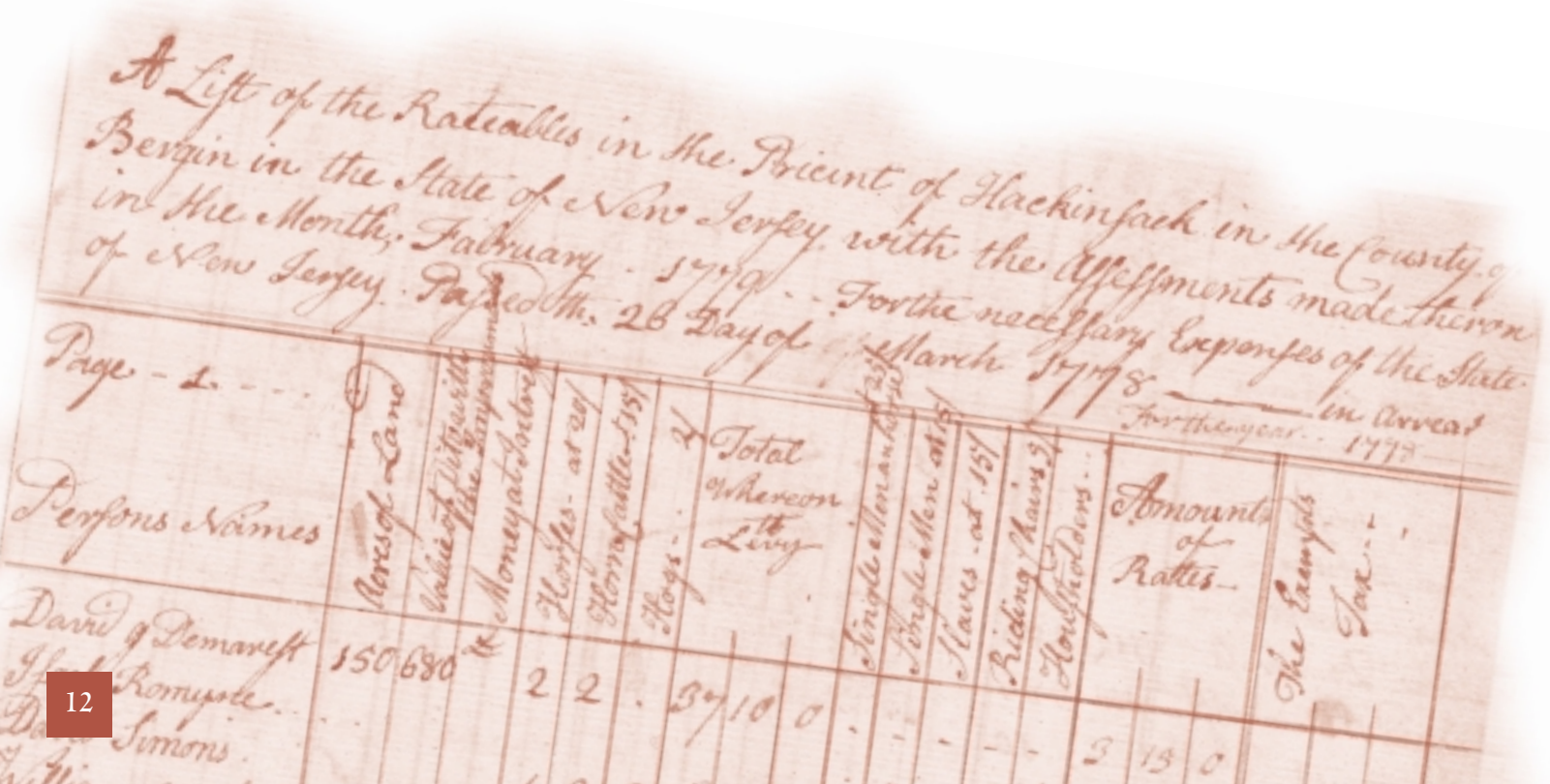
Archives and conservation manuals: James M. Reilly, *Care and Identification of 19th -Century Photographic Prints*. Rochester, N.Y.: Eastman Kodak Co., 1986; David Carmicheal, *Organizing Archival Records*. Harrisburg, Pa.: Pennsylvania Historical and Museum Commission, 1993.

Objectives	Activities	Performance Indicators	Possible Participants
Locate on-line site(s) for training volunteer and staff archivists	<ul style="list-style-type: none"> Identify schools that have archival courses for distance learning Locate websites with information on archival training Publish above information on SHRAB web site with links to SAA, AASLH, NEDCC, etc. 	<ul style="list-style-type: none"> Information available on Web site during 2001 	<p>Chair of MARAC/NJ Caucus, NJ State Archives</p>
Locate and distribute videos and manuals for training volunteer and staff archivists	<ul style="list-style-type: none"> Create a collection in the State Library of archival training materials available for interlibrary loan Publicize availability of materials Track loan activity and refer trends to workshop presenting agencies for consideration as new workshop focus 	<ul style="list-style-type: none"> Collection available for loan by end of 2001 Circulation of collection totals 100 per year 	<p>NJSL, CAPES coordinator, chair of the MARAC/NJ Caucus</p>
Publicize and coordinate workshops that focus on archival training	<ul style="list-style-type: none"> Define training needs Create a calendar of training workshops offered by the State Library, Rutgers University, MARAC, etc., including list of programs presenters Distribute calendar for printing in the newsletters of relevant statewide library and historical organizations 	<ul style="list-style-type: none"> Calendar online by end of 2001 Repositories with workshop-trained staff increases to 50% (from 31% currently) 	<p>NJ State Archives, chair of the MARAC/NJ Caucus</p>
Offer training workshops at existing conservation facilities	<ul style="list-style-type: none"> Offer training workshops at existing conservation facilities 	<ul style="list-style-type: none"> Three workshops held every two years, with average attendance of fifteen 	<p>SHRAB, NJSL</p>
Establish a statewide program of archival internships for undergraduate and graduate students	<ul style="list-style-type: none"> Identify colleges and universities interested in sponsoring interns to work in repositories Identify repositories that would be willing to host interns Facilitate connections between sending and receiving institutions 	<ul style="list-style-type: none"> Planning conference to initiate program held by sponsoring organizations in 2002 Operating funds obtained through grant in 2002 Participation of 5 universities and 30 repositories secured in 2003 	<p>SHRAB, NJ Studies Academic Alliance, MARAC/NJ Caucus, NJ Historical Commission, Rutgers University Public History Internship Program</p>

Goal 4: To increase the overall level of support for archival records programs

The survey indicates that over half of all repositories cannot afford to hire a full-time professional, and only 24 percent had humidity controls. Clearly, the state's archival programs need increased funding. Goal 4 addresses this crucial problem by directing the archival community to seek new and more stable sources of funding and to train themselves in advocacy techniques.

Objectives	Activities	Performance Indicators	Possible Participants
Develop a dedicated source of funds from public or recordation revenues	<ul style="list-style-type: none"> • Survey public funding practices for recording • Contact NJ historical advocacy organizations and agencies to develop legislative strategies • Implement strategies 	<ul style="list-style-type: none"> • Survey report with recommendations completed • Legislation drafted 	DARM, Advocates for NJ History, League of NJ Historical Societies, Municipal Clerks Association
Develop new sources of funding for projects	<ul style="list-style-type: none"> • Identify public and private sources of funds • Submit funding proposals to assist with the accomplishment of the objectives in this strategic plan 	<ul style="list-style-type: none"> • Report on funding sources prepared • Funding proposals submitted to NHPRC and approved 	SHRAB
Improve the ability of users and custodians of historical records to influence the political process	<ul style="list-style-type: none"> • Offer training in grassroots advocacy and coalition-building in support of historical records programs through conferences, seminars, workshops • Sponsor advocacy workshops for teachers at NJEA Convention, New Jersey Council for History Education, New Jersey Social Studies teachers events 	<ul style="list-style-type: none"> • 2 programs offered • 1 workshop sponsored 	Advocates for NJ History, MARAC/NJ Caucus, NJ Education Association, NJ Studies Academic Alliance, NJ Council for the Social Studies



Goal 5: To promote public awareness of the importance of historical records and the need to support adequately their repositories

Like Goal 4, this goal addresses the archival community's long-term need to increase its financial and institutional resources. But here, the plan takes a longer view, recognizing that underfunding of archival programs arises from public misunderstanding about the full range of the uses and values of historical records. The activities outlined in Goal 5 aim to improve public and governmental support of records programs, by educating and involving citizens and leaders in the business of records administration.



Acting Governor Donald T. DiFrancesco addresses NJ History Issues Convention, March 16, 2001

Objectives	Activities	Performance Indicators	Possible Participants
To build a base of broad public support for historical records and archives	<ul style="list-style-type: none"> • Establish a Friends/Trust for archival programs statewide • Provide logistical support to encourage historical repositories to hold popular programs (e.g., exhibitions, speakers, films, videos) on targeted historical themes, focused on their collections • Establish a Web site as an informational resource to inform the public of opportunities and available resources to support programs • Expand Archives Day to a week-long program • Hold a multi-day conference on history and historical records 	<ul style="list-style-type: none"> • Friends organization incorporated • Informal consortium of agencies established to provide logistical support • Web site design prepared for board approval and implemented • Number of institutions offering special events increases from 1 to 4 	<p><i>SHRAB, DARM, NJ Historical Commission, MARAC/NJ Caucus, Advocates for NJ History, Genealogical Society of NJ (hereafter GSNJ), NJ Council for the Humanities (hereafter NJCH)</i></p>
To educate and involve local and state leaders in the support of archival programs	<ul style="list-style-type: none"> • Report annually to the governor, state legislature and key public officials on the status of historical records programs, achievements and needs statewide • Monitor annual statistics, public use, visitation, programs, etc. of repositories • Assess resources and benefits of archival programs for state and local governing bodies • Provide information on archival and heritage tourism • Encourage regular communication with legislators and public officials 	<ul style="list-style-type: none"> • Report submitted annually in June • Repositories surveyed annually • Study of economic impact of archival programs completed within five years • Communication training included in provision of logistical support (see first objective, second activity bullet, above) 	<p><i>SHRAB, DARM, NJSI, NJ Historical Commission, Advocates for NJ History, League of NJ Historical Societies, GSNJ, NJ State Legislature</i></p>
Establish statutory authority for the SHRAB, defining the board's responsibilities for advising the State Archives, governor, and legislature	<ul style="list-style-type: none"> • Draft legislation and related regulations 	<ul style="list-style-type: none"> • Legislation passed 	<p><i>DARM, SHRAB, NJ State Legislature</i></p>

Goal 6: To increase the use of primary sources in history education by encouraging cooperation between historical records repositories and educators

For too long within the state's history community, educators and archivists have worked in separate worlds, when they could have profited from a fruitful interaction. The activities in this goal should result in increased use of historical records in the classroom, where they will enrich learning and excite student participation in ways that textbooks and other secondary sources cannot. In turn, repositories will benefit from having a new generation educated with an understanding of the unique value of original archival records.



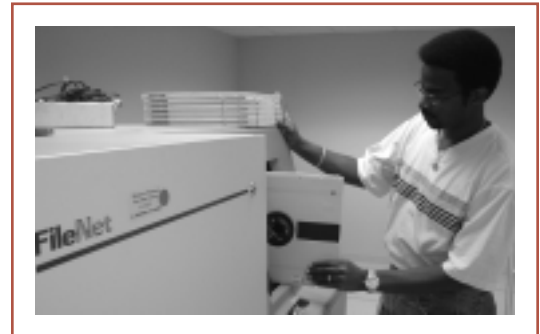
Students study historical documents, *courtesy of New Jersey Historical Society*

Objectives	Activities	Performance Indicators	Possible Participants
Recommend use of records and other primary source materials in the teaching of social studies curriculum in New Jersey schools	<ul style="list-style-type: none"> Propose recommendation regarding use of records in curriculum to appropriate Department of Education review bodies 	<ul style="list-style-type: none"> Proposal submitted Desired recommendations are adopted by Department of Education 	<i>SHRAB, Department of Education curriculum specialists, National History Day coordinators</i>
Support a project of history educators and archivists to create history curriculum based on resource packets, both paper-based and electronic	<ul style="list-style-type: none"> Circulate social studies core curriculum content standards and frameworks and related curriculum guides among archivists, requesting manuscripts that would assist teachers in fulfilling them Cooperate with NJ Council for the Humanities, NJ Historical Commission, and other organizations in running curriculum projects Present workshops for NJ history teachers in incorporating use of primary sources in teaching 	<ul style="list-style-type: none"> 40 or more primary source materials identified for use in curriculum 5-10 workshops for teachers provided 	<i>NJ Studies Academic Alliance, Electronic New Jersey, NJ Council for the Social Studies, NJ Council on History Education, NJCH, NJ Historical Commission, Department of Education curriculum specialists, NJ Historical Society, MARAC/NJ Caucus</i>
Develop models for student tours and the use of archival facilities	Develop age-appropriate model tours of archival facilities to provide basic training for students and teachers in the use of primary source materials	<ul style="list-style-type: none"> Four age-appropriate programs models developed Report results 	<i>Rutgers Spec. Coll., Princeton University Archives, NJ Historical Society, NJ State Archives</i>



Goal 7: To improve the management of the electronic records of all governmental agencies

See extended discussion (page 7) for the rationale for this goal. As a first step in tackling the enormous problems posed by electronic records, the board decided to limit its activities to matters relating to government records.



FileNet™ optical disk system, courtesy of New Jersey Division of Revenue

Objectives	Activities	Performance Indicators	Possible Participants
Improve coordination of electronic records management within government	<ul style="list-style-type: none"> • Strengthen and broaden legislation and regulations relating to electronic records → Work with departmental and Office of Information Technology (OIT) personnel who are members of legislative working group → Work with State Records Committee and Department of State to promulgate regulations and suggest legislation • Develop appropriate government-wide information policies and standards for electronic data interchange and systems documentation → DARM will develop memorandum of understanding in conjunction with OIT regarding DARM's participation in IT planning 	<ul style="list-style-type: none"> • DARM develops productive relationship established with members of legislative working group • DARM and OIT jointly develop policies and standards 	<i>DARM, Department of State, NJ Office of Information Technology, State Records Committee</i>
Improve the Division of Archives and Records Management's ability to manage governmental electronic records	<ul style="list-style-type: none"> • Bring records retention schedules up to date to reflect current information technology usage • Design a comprehensive program in the State Archives for maintaining electronic records of permanent historical value → Develop adequate facilities and infrastructure in DARM for storage and maintenance of electronic records 	<ul style="list-style-type: none"> • Records schedules updated by year 2003 • Electronic records program is created • Appropriate regulations promulgated for transfer of electronic records to State Archives • Improved facilities constructed 	<i>DARM</i>
Improve understanding of electronic records issues among relevant government employees	<ul style="list-style-type: none"> • Present a series of training seminars for educating government records managers and archivists, chief administrators, M.I.S. and procurement officials, regarding the archival and records management implications of electronic records • Rerun DARM's records management seminar, updated to include electronic records issues 	<ul style="list-style-type: none"> • Seminar rerun by year 2006 • Seminar rerun by year 2003 	<i>DARM</i>

National Historical Publications and Records Commission *Grants Received to Date*

The board has carried out two NHPRC grants in its own right, a Statewide Needs Assessment Project (1981-82), which surveyed records accessibility and storage conditions in libraries, historical societies, and government, business, and nonprofit organizations; and, of course, the current Strategic Planning Project (1998-2001).

All other NHPRC grants reviewed by SHRAB were received by individual repositories, enabling them to process specific collections of archival materials, as follows:

- **New Jersey State Library, State Archives** \$30,432 to survey county historical records and improve programs for county records administration (2 grants; 1978, 1979).
- **Newark Public Library** \$15,553 to preserve and microfilm a collection of historical photographs and prepare an accompanying finding aid (1978).
- **New Jersey Historical Society and Newark Public Library** \$31,215 to survey and accession historical business records of Newark firms (2 grants; 1978, 1979).
- **Monmouth County Historical Association, Freehold** \$17,050 to arrange and describe manuscript collections (1980).
- **William Paterson College, Wayne** \$1,408 to arrange, describe and microfilm the papers of William Paterson (1980).
- **Institute for Advanced Study, Princeton** \$3,634 to survey the institute's historical records and develop an archival program (1985).
- **Educational Testing Service, Princeton** \$5,510 to process the papers of Gertrude Hildreth (1985).
- **New Jersey Division of Archives and Records Management** \$19,238 to encourage the development of municipal records programs statewide, and produce a local government records manual and training program (1985).
- **New Jersey Division of Archives and Records Management** \$40,900 to develop a series of training modules in archival and records management theory, methodology, and law for state and local government officials (1989).
- **Rutgers University, New Brunswick** \$83,918 to process the records of the International Union of Electronic, Electrical, Salaried, Machine, and Furniture Workers, AFL-CIO (1991).
- **Princeton University** \$149,106 to establish a records management program for the American Civil Liberties Union, and to survey ACLU's archives (1993).
- **Rutgers University, New Brunswick** \$55,723 to arrange and describe the records of four New Jersey utopian communities: Jersey Homesteads (Roosevelt), Farmingdale, the Modern School, and Free Acres (1995).
- **Rutgers University, New Brunswick** \$87,013 to arrange and describe four collections that document the involvement of women in 20th century public life: the League of Women Voters of New Jersey, the Consumers League of New Jersey, the New Jersey Welfare Council, and Mary Roebling (1996).
- **New Jersey Historical Society, Newark** \$41,322 to preserve, arrange, describe, and publicize 60 collections relating to the history of health care in New Jersey, covering a time span of more than 250 years (1997).
- **Princeton University, Princeton** \$55,206 to organize, describe, catalog, and provide more effective access to collections in Seeley G. Mudd Library relating to Cold War era liberalism. The major collections include the Fund for the Republic Archives, Freedom House Archives, and the records of Franklin Book Programs, Inc. (1997).
- **Rutgers University, New Brunswick** \$73,556 to arrange and describe the Frances Grant and Robert Alexander Papers, collections documenting inter-American cooperation (1998).
- **New Jersey Historical Society, Newark** \$188,220 to arrange, describe, and create MARC cataloging records for 435 collections relating to the economic and social transformation of New Jersey, 1750-1860 (1999).

Acknowledgments

The National Historical Publications and Records Commission provided the funding (Grant Number 98-003) that supported the State Historical Records Advisory Board's planning process and the publication of this plan. Additional resources were provided by the Division of Archives and Records Management, New Jersey Department of State.

Many individuals helped the SHRAB develop this strategic plan. The following leaders in the archival, library, and historical communities met with the board to participate in its initial strategic planning meetings in March 1999:

Rita Fulginiti, deputy county clerk, Cape May County
James Kaser, former librarian, New Jersey Historical Society
John Livingston, former director, New Jersey State Library
Gary Saretzky, archivist, Monmouth County Archives
Larry Schmidt, former executive director, New Jersey Council for the Humanities
Sally Yerkovich, executive director, New Jersey Historical Society

Hundreds of other New Jerseyans contributed to the planning process, including:

- Repository staff and volunteers who filled out questionnaire surveys
- Attendees at the three open public meetings held in the fall of 1999
- Participants in the focus groups held in the spring and summer of 2000

Finally, the board's consultant, Rachel Onuf, designed and disseminated the survey questionnaires, entered and analyzed the resulting data via database and spreadsheet programs, and described the results in a report to the board. Working under the direction of the board's coordinator, Daniel P. Jones of the State Archives' staff oversaw Ms. Onuf's work, coordinated all aspects of the planning effort, and wrote the final report.

*A Certificate of
the Birth of
Dinah.*

*These certify, that Dinah,
a female child, was born, in
the City of Trenton in the County
of Hunterdon in the State of New-Jersey
on the Twenty fourth day
in the M...*



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