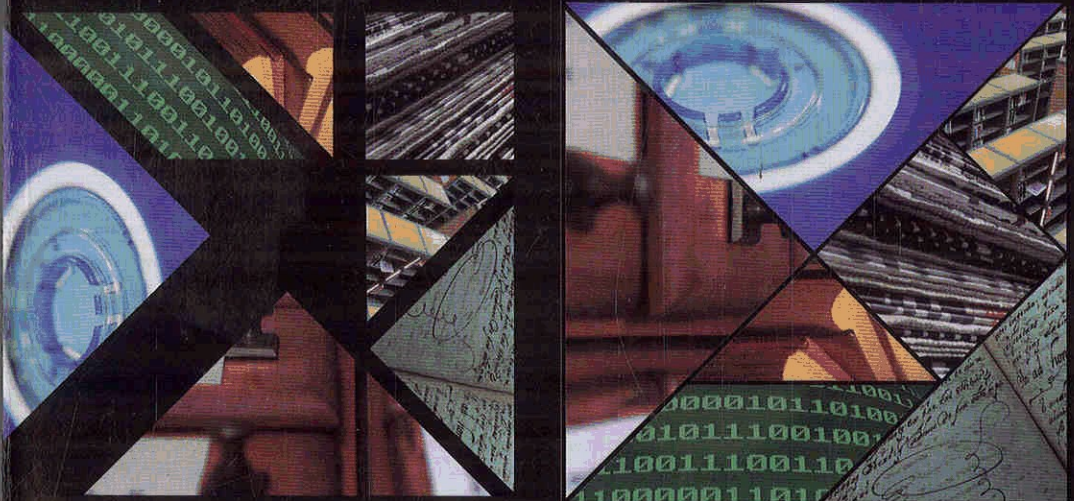


EDITED BY
BRUCE W. DEARSTYNE

Leading and Managing Archives and Records Programs

strategies for success



Contents

Foreword	ix
<i>Gregory S. Hunter</i>	
Preface	xi
Acknowledgments	xvii
1. Setting the Stage: Challenges and Opportunities in Leading Archives and Records Programs	1
<i>Bruce W. Dearstyne</i>	
Introduction	1
The Tenor of the Times: State Archives and Records Programs	4
Challenges and Opportunities	7
Perspectives on Building Strong Archives and Records Programs	21
2. The Records Management Leader	25
<i>Eugenia K. Brumm</i>	
Introduction	25
Contextual Leadership	27
Playing a Leadership Role	31
Strategy	35
Vision, Innovation, and Risk-Taking	36
Building and Managing Relationships	40
Conclusion	43
3. Records Management Standards: What They Are and Why They Are Important	45
<i>Diane K. Carlisle</i>	
Laying the Foundation	45
Definitions	47
Types of Standards	50
Who Does the Work?	53
Evaluating a Standard for Potential Use	55

Ways to Use Standards	56
ISO Standards for Records Management	58
Electronic Records Management Applications	61
Process-oriented Standards	62
Process-oriented Technical Reports/Guidelines	64
Summary	66
Helpful Web Sites for Records and Information Management Standards	66
4. Leading a Successful Records Management Program	69
<i>Carol E. B. Choksy</i>	
Introduction: The Key Role of Leadership	69
Communication	71
Relationships	74
Strategy	78
Records Management Program Planning	81
Employee Development and Leadership	83
Project Management	86
Organizational Environment	87
Concluding Observations	88
5. From Cultural Luxury to “The Way We Do Things . . . ?” The Influence of Leadership in Archives and Records Management	91
<i>Peter Emmerson</i>	
Introduction	91
In the Beginning . . .	92
The Challenge of Constant Change	94
Trimming to New Business Realities	96
Learning from Experience	98
Engaging with Reality	98
Seizing the Opportunities	101
Serving the “Doers”	102
Entrepreneurial Approaches	106
The Human Factor	107
Setting People Free	109
Managing the Future	110
Conclusion	112

6.	Competing for Relevance: Archives in a Multiprogram Organization	115
	<i>James E. Fogerty</i>	
	“Opportunity and Adaptation”—The Archivist’s Mantra	115
	Institutional Context	116
	Identifying Internal Needs and Objectives	117
	Identifying External Needs and Objectives	119
	Why Business?	120
	Creating the Mind-set	127
	Seizing Opportunity—Examples from the Real World	128
	Conclusion	133
7.	Trying to Lead from Good to Great and Some Reflections on Leadership at All Levels	137
	<i>Mark A. Greene</i>	
	Introduction	137
	The Leadership Challenge at AHC	138
	Creating a Vision for the Program	141
	Identifying and Managing Change at AHC	144
	Making Decisions and Taking Responsibility	149
	Leadership at Other Levels in the Hierarchy	153
	Dealing with Challenges	156
	Conclusion	157
8.	Meeting Leadership Challenges: Lessons from Experience	163
	<i>Eddie Hedlin</i>	
	Support the Goals of the Parent Organization	164
	Define and Constantly Articulate Your Mission	166
	Seek and Work with Allies to Advance Your Program	168
	Develop Careful Plans and Set Priorities	170
	Focus on Staff Productivity	173
	Evaluate Your Leadership or Management Style	175
9.	Stranger in a Strange Land: The Archivist and the Corporation	183
	<i>Philip F. Mooney</i>	
	Introduction: Growing Numbers of Corporate Archives	183
	Why Corporate Archival Programs Begin	184
	Why Corporate Archival Programs Fail	186

Selling History to Management	187
Integrating Archives into the Business Plan	189
Marketing the Archives	190
The Importance of Relationships	198
Measuring the Value	199
The Leadership Factor	201
Conclusion: Leadership Is the Key	203
10. Managing Change at the Vermont State Archives: A Continuing Issue	207
<i>Gregory Sanford and Tanya Marshall</i>	
Introduction	207
History of the Vermont State Archives	209
Reintroducing the Evidentiary/Accountability Function of Archives	212
Presenting Records-based Information to Decision Makers	217
Gaining Statutory Authority to Actively Manage Records and Information Across Government	220
Integrating Records and Archival Management Functions	222
Lessons Learned	224
11. Appraising, Transferring, Preserving, and Making Available Born-Digital Records from Central Government Departments (“Seamless Flow”)	227
<i>Kelvin Smith</i>	
Background	227
The Business Change and Training Project	231
Project Teamwork	235
Redaction of Digital Records in Response to Requests Under the Freedom of Information Act	236
Pilot Transfers	238
Benefits Analysis	239
Conclusion	240
12. Leading from the Middle: Building a University Archives	243
<i>Leon Stout</i>	
Introduction: My Route to Penn State Archivist	243
Assessing the Archives Program	245
Taking Advantage of Opportunities	247

Records Management and University Archives	250
Opportunities in Electronic Records	252
Promoting Awareness of Archives	254
Is It Me or Is It the Archives? Institutionalizing Archival Success	255
Conclusion	263
13. The State Archives, Education, and Politics in New York	269
<i>Christine Ward</i>	
Introduction	269
The New York State Archives and Education	273
New Opportunities: Education Policy Change in New York State	283
New Opportunities: Leadership Change in New York State	286
14. Leading Archives and Records Programs: Perspectives and Insights	291
<i>Bruce W. Dearstyne</i>	
The Essential Role of Leadership	291
Varieties of Leadership	294
Three Models for Developing Strong Programs	301
Identifying and Implementing Successful Strategies	303
15. Leading Archives and Records Programs: Issues and Sources	313
<i>Bruce W. Dearstyne</i>	
Looking Toward the Future	313
Some Issues for Future Consideration	314
Sources	316
About the Editor and Contributors	327
Index	335