

Strategic Accelerated Review — American Heritage Center

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Abstract:

This review provides the analytic foundation for three initiatives at the American Heritage Center that bring together past and present activities, combining them with novel approaches to address the “new normal” future facing the archival world. The **Wyoming Ventures** initiative builds on the success the AHC has had with regard to linking its collections to Wyoming and to the University of Wyoming. The **Virtual Reading Room** initiative creates a Virtual Reading Room that provides digital equivalents to all activities that take place in a physical reading room so that researchers can undertake the same research remotely which they can in person. This entrepreneurial approach will enable the Center to strengthen its connections with its national research audience and to provide another way for our Wyoming clientele to access our collections—especially those on the other side of the state. The third initiative—the **Inclusion Strategy**—aims to identify ways in which the AHC should improve its approach to human diversity, from collections to access and from staff to board members. These initiatives are accompanied by cost estimates, considerations of fund sources, and the identification of investments by the AHC, and perhaps by UW, if it is willing.

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I. The Purpose of the American Heritage Center at the University of Wyoming¹

The American Heritage Center is a research laboratory for the state's, the region's and the nation's historical and cultural resources. As one of our country's twenty largest non-governmental archival repositories, its collections proudly feature local materials and the records of people and institutions who have shaped Wyoming from the earliest recorded times. While the AHC's location has reinforced its importance as a research center for western history, it has also assembled significant national collections in popular culture and entertainment, economic geology and the extractive industries, and national transportation from railroads to airlines. No book on Stan Lee's Marvel Universe is complete without a visit to the AHC. No study of the twentieth-century oil industry can be composed without analyzing its holdings on Standard Oil or the Teapot Dome.

History is written from data. The American Heritage Center collects and preserves historical materials to use as data, and then provides access to those collections. As a public institution, it makes its materials available to everyone. Indeed, the AHC's Vision statement repeats the importance of making its collections accessible three times in three sentences, talking about how the Center emphasizes "sharing...American history and cultural heritage"; "making these resources available to citizens"; and making "this history and cultural heritage readily accessible through a variety of platforms." Because so many of its collections are national in scope, this University of Wyoming archive finds itself rubbing shoulders with Yale University's Beinecke Library, The Huntington Library in California, and the Harry Ransom Center at the University of Texas. While these institutions are clearly stretch peers, it is significant that the AHC finds itself in this company.

The American Heritage Center's cone-shaped upper floors give it a distinctive and memorable look, but its heart is buried underground. There, its storage vaults hold more than 93,000 cubic feet of material—over 17 miles long if placed end-to-end—in over 3800 collections. Its 20 full-time staff also look after more than 1.2 million photographs and negatives; key historic paintings and sculptures; historic maps; thousands of reels of film; audio and video recordings, and an exponentially expanding assemblage of born digital materials. In addition to the areas mentioned above, the Center's major collecting subjects include: western and Wyoming history, women's suffrage and governmental participation, military history, Native American history and culture; national politics and journalism; conservation and the environment. (See Appendix 1 for a fuller description of the AHC.)

The history of the American Heritage Center is encapsulated by four leaders. The first is Dr. Grace Raymond Hebard, who served as UW trustee, professor, librarian and historian. Her interests in western history and native American culture led her to collect large amounts of historical records, maps, photographs, and other material concerning the nineteenth century West. Her collection became the foundation of what would become the American Heritage Center.² The second leader was Dr. Gene Gressley, who was in charge of the American Heritage Center from approximately 1969 to 1987. He was a voracious collector and acquired much archival material for the Center—sometimes under questionable circumstances. The third key figure was Director Michael Devine, who served in the 1990s during the erection of the Centennial Complex, and guided the move from Coe Library and the various storage annexes

¹ For a more complete description of the American Heritage Center, see Appendix 1.

² The Hebard materials have now been divided between the AHC and Coe Library.

into the new structure. The fourth influential leader was Director Mark Greene, who led the Center from 2002 to 2015. He was an accomplished archivist and a national leader in the archival profession. His work helped shape modern archival theory and practice in three areas: multi-level processing, de-accessioning, and appraisal. Under his leadership, the AHC became nationally recognized and a leader in the professionalization of archival practices.

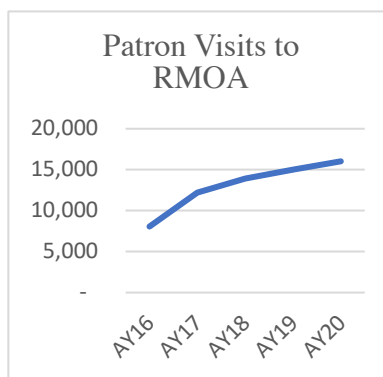
After Mark Greene stepped down, the AHC went through a rapid succession of directors. When the current director, Paul Flesher, came on board in Fall 2019, he was the fifth director in five years. During those years, the three senior managers worked together to keep the Center on an even keel; the internal workings of the Center and the care of its archives continued in a strong, professional matter. The 2019 installation of a long-term director now provides needed public-facing leadership and high-level perspective. The strategic plan presented herein constitutes a rededication of the AHC to its Vision, refocused by current circumstances toward a future different from that anticipated a year ago. The following analysis of AHC patron and user data has led to three new initiatives already underway that build upon the Center’s core activities.

II. Analyzing User Activity at the AHC

The American Heritage Center tracks patron statistics in five main areas. Two areas show significant growth, two areas reveal a steady state for the past five years, and one has dropped lower. Analysis of this data shows that the AHC has done well over the past five years in connecting its collections to UW and to key elements of the state, especially with regard to educational activity. Where issues of distance and travel have been involved—whether nationally or within Wyoming—matters have been less successful.

Growth in Education and Discovery: In 2015, the Reference Services staff decided to make a concerted effort to improve the AHC’s participation in UW’s teaching mission and devised a plan to bring more classes to the AHC for in-person experiences with historical collections. This was an immediate success. The number of students in classes at the AHC jumped from 1026 in AY15 to 1658 in AY16. The average for the five years of AY16 to AY20 was 1413, with four of those five years belonging to five highest years in the AHC’s history for student participation in learning at the Center.³

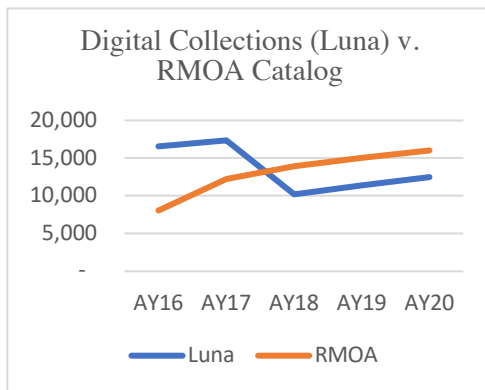
The other area of growth appeared in the Rocky Mountain Online Archives (RMOA)—the catalogue for the AHC’s collection finding aids. It showed 100% growth in actual patron consultation from AY16 to AY20, rising from 8061 user visits to 16,024 visits, indicating a national interest in knowing what subjects the Center’s collections contain.



³ The last of the five high years was in AY10. To be clear, some visiting classes came from community colleges and History Day secondary students. Note that the figure for AY20 is projected, since the AHC cancelled all classes on March 13 due to the Covid pandemic. The projection added 100 total students to the spring semester figures for the cancelled five classes and used for the summer semester the lowest number of the previous five years.

Steady State: The two areas that retained solid, steady activity during these five years were patron visits to the reading room and the completion of remote reference requests. The Reading room averaged 1375 visitors over the five years, while remote reference requests completed averaged 870. All four of these statistical sets show solid continuing use or growth.⁴ It is disappointing that the ongoing increase in RMOA catalogue consultation did not result in an increase in onsite research or remote reference requests, but rather a steady state.

Drop: The one area where there was a downward shift in patron use occurred in the AHC’s Digital Collections platform. In the middle of the five-year period under analysis, it dropped from 17,358 user visits in AY17 to just 10,203 in AY18. There is no way to sugar coat this; it was a drop of 7000 patrons, more than a third.



This drop can be explained by two points. First, FY17 is the year UW cut \$45 million from its budget; this drop is part of the resulting impact. Second, the contents of Digital Collections are heavily focused on the AHC’s Western and Wyoming collections, at the expense of its national collections. So a drop in the use of Digital Collections is a drop in interest in the Center’s Western materials. With regard to its collection focus, the AHC is known nationally for being Western. It may have prominent individual collections—e.g., Stan Lee—but it is not known

for its comics or entertainment holdings writ large. This needs to change. The AHC needs to market its national collections, showing they are not merely one-collection deep, but hundreds of collections strong. That this is the way forward is indicated by the following comparison with peer archives.

III. Comparison with other Archives

A comparison with two peer archival institutions—the Harry Ransom Center at University of Texas and the Walter P. Reuther Library at Wayne State University—sheds light on the character of the University of Wyoming’s American Heritage Center. Both do better job at attracting a broader, national audience, while the AHC does as well or better than them with its more local audience.

Both archival institutions were chosen because they are at public state universities and have collecting areas that are broader than the state alone. The Ransom Center is located at the University of Texas in Austin and is known for its interests in books, authors, and authors’ papers. In terms of budget, it is approximately five times the size of the AHC, sporting an \$8.8 million budget in FY 2018, while the AHC’s was only \$1.7 million. While the Ransom does not publish numbers that enable a direct comparison of its collection size with ours, its photograph

⁴ Since the AHC’s onsite reading room closed on March 13, the figure for this second area is also projected. Since March 13 was approximately the half-way point for spring semester, the spring numbers were doubled. The summer semester numbers took the lowest of the previous five years. Except where noted, all other numbers are actual.

and negative holdings are four times the AHC’s size (5 million vs. 1.2 million) and its million-item rare book collection far exceeds the Toppan’s 50,000.⁵

The Walter Reuther Library in Detroit at Wayne State University holds the “Archives of Labor and Urban Affairs”—containing extensive Labor union records. It does not publish budget information, but its 1,916 collections are only about half of the AHC’s 3,800, although the collections’ physical size is 82% of the AHC’s, 75,000 feet vs. 93,000 feet. Both institutions are at larger universities. The Reuther Library is at the 27,000 student Wayne State University, while the Ransom Center is at the 50,000 student University of Texas.

The AHC’s onsite visits compare well to the two other institutions. Even though the Ransom has five times the AHC’s budget, it only has 3.5 times the patron numbers. While the Reuther’s patron numbers seems comparable to AHC’s, given the smaller size of its collections, its urban setting should have given it more than the AHC receives in its rural location. The AHC’s teaching success far outshines that of the Reuther, but is not quite as good as the Ransom’s, which has nearly 6 times the student numbers (rather than the proportionate 5 times). Finally, it is nice to see that the AHC has placed more digital objects online than its larger cousin.

	<u>Ransom</u> FY19	<u>AHC</u> 5-year Avg	<u>Reuther</u> FY18
Reading Room visits	4,791	1,375	1,250
Reference Requests	11,256	870	2,049
Students in Classes	8,241	1,413	180
Online Digital Objects	134,881	148,000	-
Full-time staff	61	22	22

The place where the AHC does not match up with the other two institutions is with regard to remote reference requests. The Reuther has more than 2.5 times the number of inquiries, despite its small size, and the Ransom has nearly 13 times as many, where 5 times would be the proportional number. Remote reference requests indicate the number of queries about collections from researchers around the nation, and from across the world. This indicates that the Reuther and the Ransom have developed a national reputation for their primary areas of collecting. The AHC’s reputation has been focused through its Western collections, most heavily used in UW and Wyoming-based studies.

In part, the AHC’s problem lies in a lack of national reputation for its national collections. Instead, its national reputation focuses on its local collections, those concerning the American West. When the AHC wants to appeal to its local clientele, it talks about its Western Collections (see for example Wyominghistoryday.org). And these are not the popular West of the cowboys, but the modern West of the twentieth century. Even though the AHC has extensive national collections in other areas, these are less well known and do not make up its reputation.

⁵ More on budget comparison. The Ransom Center receives \$4.13 million from the Texas state budget, while AHC receives only \$1.28 million (FY20 figure.) The Ransom Center has endowments worth \$41 million, while the AHC’s endowments are worth \$10.5 million. 24% of the AHC’s budget in 2020 came from Foundation endowments, while just 21% of the Ransom’s Center’s budget did so.

These include twentieth-century entertainment, from Hollywood to TV to music, Energy and mineral extraction (mining and drilling), and transportation, especially railroads.

Finally, both comparator libraries have one clear focus that they market: authors and books for the Ransom and Labor history for the Reuther. The AHC lacks this luxury; a national focus would need to include, for example, its large entertainment holdings, its extensive mineral extraction holdings, and its growing railroad history collections. That is several foci, not just one. Perhaps this problem can be addressed by another feature of the comparators. Both archives have subject-specific databases where they give direct access to their special collecting areas. The AHC could do that. Indeed, that would enable the targeting of the different national audiences that care about each different collecting area.

IV. Building on the Past, Pivoting to the Future

The foregoing analyses of AHC user data and comparator archival institutions enables us to refine our approach and identify achievable goals. The Center has created three initiatives, building on current and new practices. First, the AHC has been doing well in serving its Wyoming patrons, most especially those at the University, located nearby, or belonging to a state-wide organization like Wyoming History Day. The **Wyoming Ventures Initiative** identifies the successful activities and seeks to build upon them. (See Appendix 3.) Different forms of educational outreach provide the key, as well as exhibits and the development of supportive connections with archives, museums, and libraries across the state.

Second, the AHC has struggled more to serve its national patrons, in part due to lack of resources. Researchers not residing locally—whether across the nation or in other parts of Wyoming—share the problem of travel. Laramie is a long distance from any population center, and, when weather is factored in, travel often becomes a key deterrent to accessing the AHC. The Covid pandemic has only exacerbated these problems. Furthermore, the near-exclusive focus of Digital Collections on Western collections provides no alternative for those who seek to use the AHC's national collections. Researchers who want to access the AHC's national collections need to come to the onsite reading room.

The solution to this travel problem is straightforward, although a bit complicated to implement. The AHC has designed the **Virtual Reading Room Initiative** to bring the reading room to our patrons, rather than require our patrons to come to the reading room. This entrepreneurial initiative comprises twelve digital projects, from upgrading the AHC's online catalogue to starting up an online photo service. (For more details, see Appendix 4 and Appendix 5, its budget basis.) Of these twelve, two main projects need singling out, for they directly address the travel problem. These are the Remote Research & Discovery sessions and the Strategic Digitization approach to scanning our "17 miles" of materials; together they enable us to provide an alternative to researchers who would typically need to travel to Laramie to study collections in person.

First, Remote Research and Discovery sessions use Zoom software to enable researchers to examine materials in AHC collections from a remote location, with the aid of a research assistant. This approach permits the initial discovery stage of major research projects to take place at a distance.

Second, Strategic Digitization takes a different approach. Drawing upon collection use records, it identifies the most frequently used materials and works to digitize them for posting on the Digital Collections platform. Wyoming History Day provides an example of this approach. Records of its annual themes enables the AHC to identify collection materials used in the past

and digitize them in anticipation of student needs. (A innovative approach that earned the AHC a \$180,000 IMLS grant.) Furthermore, Strategic Digitization analysis will help the AHC renew its national research standing. Since Western and Wyoming topics dominate the Digital Collections platform, more materials from our national collections should be there, from entertainment and Hollywood to mineral and energy extraction, from conservation and biodiversity to railroads and airlines. These national topics should also be presented on the History Day website, making it more broadly appealing to students from outside Wyoming.

Third and finally, the AHC has decided systematically to pursue an **Inclusion Strategy** to collecting, collections, hiring and outreach by creating a Committee on Diversity and Inclusion. While the AHC has not ignored diversity matters in the past, it has lacked a strategic approach to addressing these issues across the institution. The committee will help the director and managers identify areas in the AHC's activities that need addressing and work with different units to accomplish the changes needed. One area already receiving attention is the make-up of the Board of Advisors.

V. Budget Considerations

Like all UW units, the American Heritage Center has been cutting its budgets. The Center has cut its FY 2021 budget by 7% and its FY 2022 budget a further 10%. This goal of this Strategic Review is to show how the AHC has identified its key successes and aims to strengthen them and has analyzed its primary problems and designed a digital, entrepreneurial approach to solving them, despite the university's financial difficulties. At one level, the aim is to be allowed to "get on with the job" without further ado. At another level, the AHC would like to invite the university to share in the investment needed to carry out the Virtual Reading Room initiative; the funding for its Wyoming Ventures initiative has already been taken care of.

In the places where the two initiatives use activities already underway at the AHC, those costs are built in, without much leeway to reduce or drop them. Financial flexibility lies in the new projects that bring together the activities, refocus them in the right direction, and shape the new venture. While those are easy targets for cost reduction, their absence will leave the initiatives without their lead projects and the resulting lack of redirection will make the rest seem little more than an emphasis on business as usual.

Of all the AHC activities and projects discussed in this report, only the **Virtual Reading Room Initiative** requires a full financial accounting, which appears in Appendix 5, following the initiative's description in Appendix 4. The important point concerning this set of projects is that while much of the funding and even the projects were already in place, the realization that they could do something new for the AHC in particular and for the archival field in general—namely, provide a complete, digital, remote alternative to an archive's onsite reading room—brings the twelve projects together into an interlocking whole. This solves not only the short-term pandemic shut-down problem but also the AHC's long-term travel problem. The ability to redirect funds already being spent and with a little more investment create an entrepreneurial solution of this type is significant.

The total cost of the initiative for the first year (some costs are annual) in its present configuration is \$299,640.00. Most of these costs were already place, some are being paid by grant monies, but the addition of Strategic Digitization and the Remote Research & Discovery sessions—at fairly low expense—helps create an game-changing approach to collection access. Given that the initiative needs a national reach, the hardest lift in this initiative is the hiring of a full-time marketer to help us design a national campaign to make our nationally significant

collections known. The AHC can pay for half the position (\$45,900 including EPBs), but not the other half. It invites UW to invest in the AHC by paying for the other half. The second expense that UW could help with is the cost of digital storage that the AHC pays to UWIT annually (approximately \$25,000 at the moment). Since half or more of the storage goes to storing born digital materials from UW Archives—in other words, it is university materials being stored—perhaps presidential guidance might help the two units work out a lower charge. Finally, the last investment cost is the one-time purchase of two sound-dampening booths (locally made) in which to hold the Remote Research and Discovery sessions (\$15,000). If UW could see its way to investing in any of these key costs, it would be a significant help.

Finally, part of the American Heritage Center's director's responsibilities are focused on fund-raising, and as the current director, I will be increasing those activities in the new year. The first move is to reshape the Board of Advisors and take it to a national level. It has been a good board, with strong representation from around Wyoming. Beginning January, I intend to bring in five to seven new members with national stature and some with significant means. I also intend to diversify its membership somewhat, in line with the **Inclusion Strategy**. Initial projects for fundraising will derive from this plan and then build on from it as the opportunity arises.

One project under discussion with the UW President and the Foundation is to obtain the right and the funding to host the archives of Vice President Richard Cheney. This important collection of political papers remains without a visible home; presently it is stored in the basement of the National Archives. The American Heritage Center at the University of Wyoming would be an ideal place for it. It would require a significant fundraising effort to handle properly.

Appendix 1 — The American Heritage Center: A brief description

Background

The American Heritage Center's story began more than 100 years ago when Dr. Grace Raymond Hebard—UW trustee, faculty member, librarian, and Wyoming historian—began collecting the papers and reminiscences of Wyoming's pioneers. Her research on the history of Wyoming, the West, emigrant trails, and Native Americans became the nucleus for what is known today as the American Heritage Center (AHC). Officially established in 1945, the AHC moved into UW's Centennial Complex in 1993—built especially for the Center and the UW Art Museum. (Visit uwyo.edu/ahc.)

The AHC collects and preserves historical materials, which comprise the primary sources for understanding the past and writing history. As a research institute, the Center makes its collections publicly available. Researchers come from around the state, across the nation, and countries around the world. As an educational institution, the Center's personnel works with students of all ages. In 2019, more than 110 university and community college courses brought classes to learn at the Center, and K-12 classes regularly visit. The AHC also sponsors Wyoming History Day, part of National History Day, a national competition in which students in grades six through twelve create and present projects on historical themes. Hundreds of Wyoming students take part, many of whom use the AHC's collections in their projects. (Visit WyomingHistoryDay.org.)

The Archival Holdings

The Center contains over 93,000 cubic feet of historic documents and artifacts (more than 17 miles in length) in more than 3800 distinct collections—placing the AHC among the largest non-governmental archives in the nation. It is one of UW's nationally prominent entities. On the one hand, the Center emphasizes its Wyoming and western holdings. Its western history archives contain materials on early women's suffrage and political achievements, Native Americans, ranching, politics, authors, and under-documented communities. On the other hand, it collects nationally as well; collections emphasize transportation (railroad, highway and air travel), mining and energy extraction, entertainment and popular culture (with collections from Hollywood, music, radio, television and the comic book industry), natural resources and the environment, and military history. Some famous individuals among the Center's collections include: politicians ranging from Francis Warren to Al Simpson; actors including Jack Benny, Barbara Stanwyck and Buddy Ebsen; authors including C.J. Box, Mary O'Hara, and Owen Wister; and don't forget the story editor of early Superman TV shows, Mort Weisinger, or the creative talent behind Spiderman and Marvel comics, Stan Lee. The Center also hosts the Alan K. Simpson Institute for Western Politics and Leadership.

University Archives

The AHC is home to the University Archives, which preserves materials across UW's history, from the president's office to colleges, departments, student organizations and even select faculty and administrators. The archives identifies, acquires, and maintains records of enduring value that chronicle the development of the institution. It documents the process of institutional evolution by retaining both the evidence that shapes decisions and the decisions themselves. It also helps manage the official records of the university, as required by state statute and university regulations.

Toppan Rare Books Library

The Toppan Library holds over 50,000 items ranging from medieval illuminated manuscripts to twenty-first century publications. The library is supported by the multi-million dollar Clara Toppan endowment.

Subject strengths include American West, British and American literature, children's books, early exploration of North America, hunting and fishing, natural history, women authors, and book arts.

Anaconda Collection

The Anaconda Geological Documents Collection contains the scientific product of the Anaconda Company's 90-year program of exploration and development work throughout the United States and in 110 foreign countries. It has been described as the largest and most significant body of economic geological data in the world. Consisting of more than 54 tons of material and 1.8 million documents, the Anaconda Collection contains a wealth of material useful in mineral and geological exploration, development and environmental studies, including mining and exploration studies, prospecting reports, maps, and aerial photographs.

The Anaconda Geological Documents collection was acquired by the University of Wyoming in 1987, knowing it would serve ongoing commercial, geological development. Commercial use fees are charged to accommodate corporate and professional use as well as non-commercial use.

Born Digital Collections.

Collecting requires the Center to accept all formats of materials. Its earliest formats are paper and photographs, then film, audio and video recordings of different types. The newest set of formats are "born digital" and range from computer files, email and websites that were created digitally to audio and video recordings produced through digital means. This collecting area is growing exponentially and brings with it new challenges for acquisition, preservation and sharing.

Digitized Collections

Since the invention of copy machines and microfiche, the AHC has actively engaged in making copies of its collections for remote access. Today, many patrons never visit the Center, but receive all collection material in digitized form. The Center's Digital Collections internet platform makes more than 148,000 items available virtually, and the Covid pandemic has only increased the need for digital and virtual access. The site includes digitized letters from Buffalo Bill, photographs from Richard Throssel, papers from Owen Wister, Governor Nellie Tayloe Ross, and Jack Benny, as well as railroad documents and photographs from the Union Pacific Historical Society. (Visit Digitalcollections.uwyo.edu.)

Budget and Staff

The American Heritage Center's annual budget ranges between 1.5 million and 1.75 million, most in salary; FY2020's budget was \$1,713,934. Approximately one quarter of the budget comes from its UW Foundation endowments; FY2020 income was \$428,516.08 on a total endowment of \$10,516,083.40. Both the AHC's director and its Foundation Director of Development, Tyler Spear, are active fund-raisers—although slowed down a bit by the Covid pandemic. This year it has realized two major gifts—\$300,000 from the John P. Ellbogen Foundation and \$850,000 from the estate of Barbara Ruger (Morris Hutchins Ruger)—as well as many smaller donations.

The full-time staff of the American Heritage Center numbers between 20 and 25 people, most of whom are professional archivists. They are divided into three departments: Collections Management, Arrangement and Description, and Reference Services. They are assisted in any semester by approximately 25 part-time workers (mostly students), interns and work-study students. The vast bulk of the part-timers work in Collections Management or Reference Services.

Appendix 2 — Analyzing the AHC’s Data on Patron Use

There are five primary categories of monthly and yearly data at the American Heritage Center recording key data. This appendix takes a look at the figures that indicate user/ patron data (“individual user sessions”) in these five areas: students studying at the AHC in classes; search sessions on the Rocky Mountain Online Archive (RMOA), which hosts the AHC’s finding aids; patron research visits to the reading room; remote reference requests; and individual visits to the Digital Collections online. This appendix draws upon data from the last five years, 2016 to 2020.

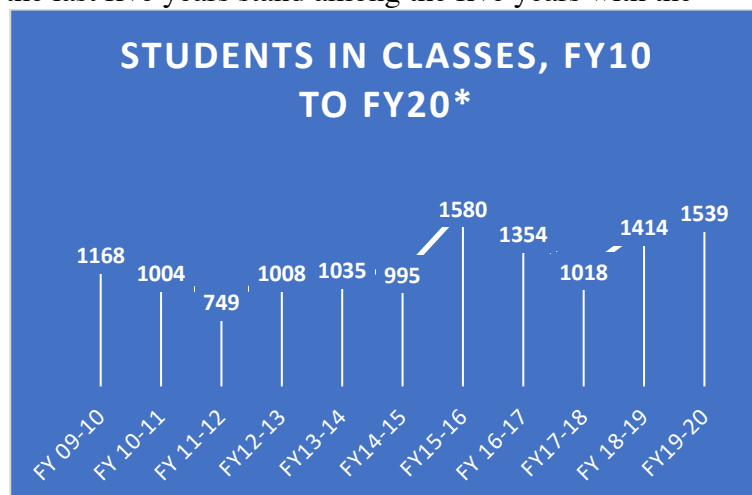
Analyzed data from two of the measurements show significant increase in use during the past five years—students visiting the AHC for class work and the use of RMOA to search for useful collection material—while another two measurements show a solid steady state of use without significant growth or decline. These are research sessions in the onsite reading room and the number of remote reference requests answered. Unfortunately, one measurement dropped significantly during the last five years, the number of user visits to Digital Collections.

The analysis below lays out the data in these five areas and interprets them in concert. Two points stand out. First, the AHC has done a good job connecting with and serving UW and with the state of Wyoming. Most of these activities are focused around its Western collections, for which it is well-known. Second, the AHC has not been doing as well with our national collections or with people who would be interested in our national collections. The upshot is that if people say American West, they check the AHC’s holdings. But if they say Hollywood, or railroads, they would not think of the Center as a go-to place, despite our deep holdings in them.

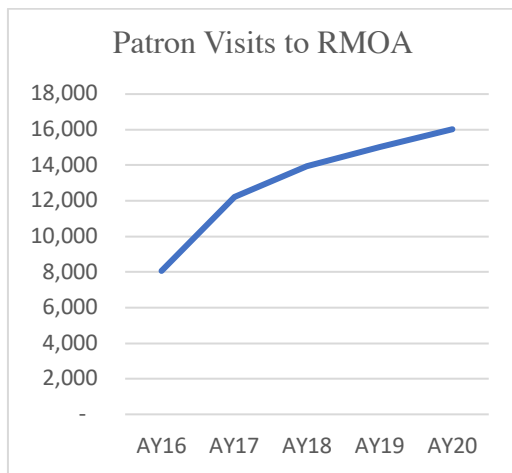
Growth Areas

In 2015, the Reference Services department decided to pursue a strategy to increase the number of students visiting the AHC to learn how to research with the primary sources of the AHC’s collections. After reaching out to individual faculty and offering small grants to explore the AHC’s holdings for pedagogical usefulness, the number of classes visiting the AHC and the number of students in them rose significantly. This began immediately in fiscal year 2016. The data since then indicates that four of the last five years stand among the five years with the

highest number of students learning at the AHC in its entire history. The only high year prior to FY16 was FY10, which comes in at number 5. By giving an eleven-year view, the chart indicating student learning at the AHC shows the recent years’ successes. The average number of students in those years was 1413.

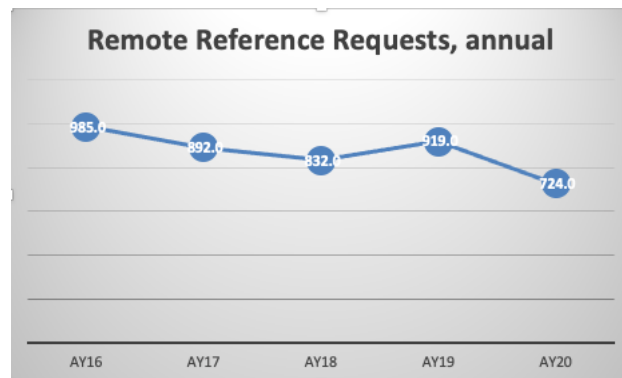
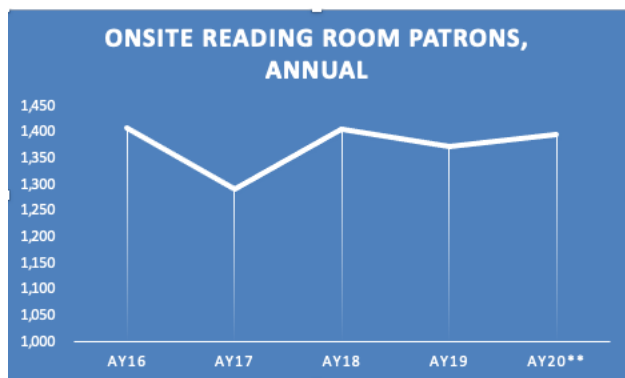


The second growth area was in RMOA, the AHC’s online catalogue of collection finding aids. It showed a 100% growth from academic year 2016 to academic year 2020, in real terms. The chart looks like this.



Metrics Showing a Steady State: The Reading Room and Remote Reference Requests

The patron visits to the onsite reading room show a rather consistent picture from year to year. The numbers bounce around a target of about 1400 visits per year, with only AY17 dropping below that—down 100+ people. The five-year average is 1375 visitors per year.

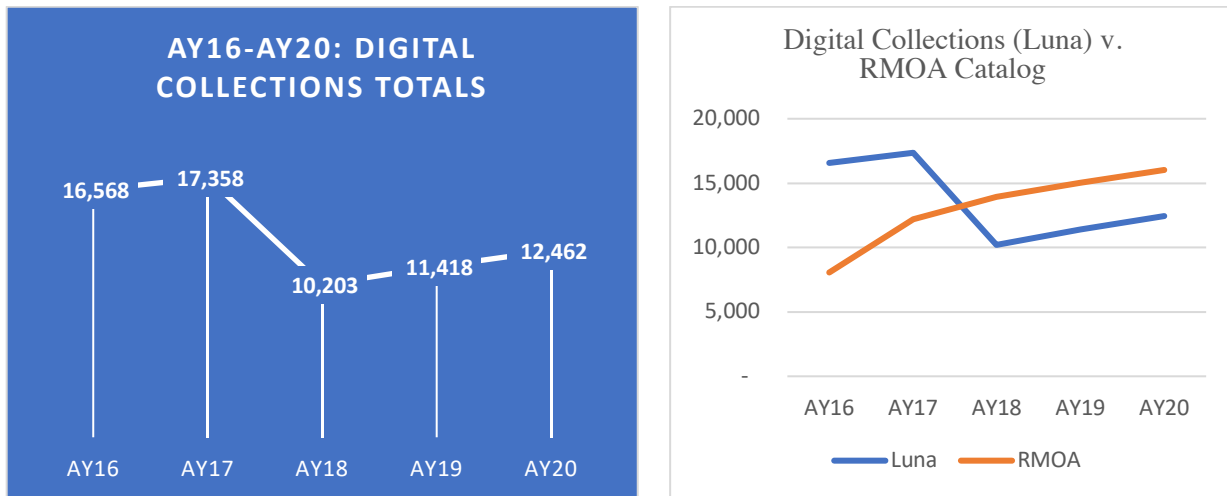


The remote reference requests that archivists finished answering provide an average of 870 completed each year. AY20 is the only one significantly below that average; this is due to AHC staffing issues during the summer that slowed down the processing of the requests. The oddity for both sets of numbers is that they show no increase, even as the annual number of online consultations of RMOA are doubling. Nor is there an increase in visits to the online Digital Collections platform, as we shall see next.

The Loss of Visitors to Digital Collections

The Digital Collections platform of the AHC, also known as Luna, has been receiving scanned materials—digital objects in the jargon—for more than a decade. It currently holds more than 148,000 items, with more being added monthly by the AHC’s Digitization Lab. Although

primarily photos and manuscripts, the collections also include digitized audio, video and film. So it comes as a shock to see a 7000-visit drop from AY17 to AY18, more than a third of its annual users.



The immediate thought is that the drop stems from complications due to UW’s \$45 million budget cut in AY17. That certainly accounts for some of it, but probably not as much as one might expect since there is no significant drop in any other metric. It is more likely that the drop comes from causes external to the AHC that have yet to be identified.

Note that in the chart comparing RMOA with Digital Collections, there is a parallel between the two in AY19 and AY20. This is because the two platforms are tied together. Nearly every item in the Digital Collections has a link to it in the RMOA finding aid. (Note that the link is only one way, from RMOA to Digital Collections, not vv.) This two-year parallel suggests that a large percentage of RMOA’s users found materials on the Digital Collections platform and followed the link to it.

The explanation of why this would be so comes from the recognition that Digital Collections contains mostly American West and Wyoming materials. There is very little from the AHC’s national collections. So from AY19 onwards, RMOA and Digital Collections users are primarily searching for western materials. Given the gradual rise the graph shows for RMOA, this was probably true for RMOA in the previous years as well. Given Digital Collections’ focus on the West, the same conclusion can be drawn about those patrons. The difference is that in AY16 and AY17, those (7000) users came to Digital Collections directly, they did not come through RMOA. And for some reason, users meeting that description stopped coming at the end of AY17. Whether or not this analysis of the drop in Digital Collections users is entirely accurate, one conclusion is clear. Both RMOA and Digital Collections were predominately being used by researchers focusing on our western collections and not by scholars interested in our national ones.

That is quite revealing. Despite the fact that half or more of the AHC’s collections focus on national topics and are of national interest, the metrics show that our online researcher audience knows us almost exclusively for our Western collections. While the Center is proud of its Western collections, it is the *American Heritage Center* and not the “Western” Heritage Center. Indeed our Vision statement says we should be “sharing unique aspects of *American* history and cultural heritage with the ... citizens of Wyoming and to diverse global audiences.”

(Our intended audiences are not only state and nation, but global!) It is important that the AHC takes strategic steps to correct its receding reputation and the decreasing attention to its collections, and to grow it nationally by providing the fullest access to its collections possible. (The Center will worry about its international standing in the next strategic report!)⁶

⁶ Note that FY20's totals for the reading room and for students in classes are projected (in a rather conservative manner) since the AHC cancelled all classes after March 13, 2020. Since 5 classes were cancelled, 100 students (20 per class) were added to the spring semester. For the summer figures, the lowest number from the last five years was used.

Appendix 3 — Wyoming Ventures Initiative

As the analysis of the past five years of user metrics at the American Heritage Center shows, the AHC has been doing a good job interacting with the University of Wyoming and various state locales. Many of those connections were in-person and so were sidelined at the beginning of the Covid pandemic restrictions. The fall semester saw experimentation with virtual meetings and digitized materials, and successful approaches will be repeated in the spring semester. But the end of the pandemic restrictions (hopefully by this coming summer?) will need to see the AHC ready to resume its successful strategies for connecting with the multi-faceted state that is Wyoming, and to build upon them.

This appendix is divided into two parts: the focus on the AHC's activities with regard to the University of Wyoming and those that reach out into the state. These continue and build upon the activities and projects that were underway in fall 2019. In addition, there are no budget impacts from these projects; most of funding and personnel are already in place and the few new elements are relatively inexpensive and *ad hoc*, and will be covered by endowment income.

University of Wyoming

1. UW Students and Classes at the AHC

The high number of students visiting the AHC for class work over the last five years results from concerted efforts to reach out to the faculty teaching those classes and encouraging them—in many cases working with them—to create assignments that could be carried out successfully with the primary sources in the AHC's collections. In some cases, this was accomplished by Reference Services archivists who connected personally with faculty members. In other cases, individuals or teams of faculty members received an AHC teaching grant for the purpose of developing course curricula. In most class meetings, reference archivists either served as instructors or otherwise supervised the class sessions.

Moving Forward

1. Continue to have reference archivists serve as instructors.
2. The AHC has now hired a full-time position, which we are calling a public history educator, to liaise with UW academic faculty, community college faculty, and others. They will also be part of the archivist teachers cadre and will coordinate with faculty to organize virtual class sessions, digital copies, and other teaching support—remote and in person (soon!).

2. Student Internships

For much of its existence, the AHC has had an intern program. Recently this has been at a low point, with only three to four interns active in any one semester. The AHC has decided to revitalize the internship program in two ways: to fundraise for monies to support intern work in different units at the AHC, and to create an summer internship program that will

connect students with museums and archives around the state. These programs will be supervised by the new public history educator.

Moving Forward

1. Support five new internships each semester at the AHC.
2. Create, fund and manage a state-wide summer internship program for museums and related institutions.

3. Public History/Public Humanities Courses and Education

In the past, AHC faculty taught courses in support of academic curricula. These included the History Department's public history track and the Museum Studies minor. The AHC intends to revive this activity, working first with the two units just mentioned and perhaps expanding into public humanities as well

Moving Forward

1. Develop new 1-to-3 credit courses to support public history, train students in museum studies, introduce archival studies, teach the practice of oral history, and perhaps teach public humanities.
2. Work with faculty and academic groups to help promote curriculum development in these and related areas.

4. Board of Faculty Advisors

In the past, the AHC had a Board of Faculty Advisors who contributed academic and outreach perspectives that assisted in AHC collecting, programming, course outreach, etc. Over the years, that body fell along the wayside. The AHC intends to restore that body during 2021.

Moving Forward

1. Invite faculty members to join the Board of Faculty Advisors to recreate the cross-campus discussion and information exchange it once carried out, and work together so the AHC can assist in providing new opportunities for students and for faculty, in both research and teaching roles.

5. Support UW Archives and Records Management

The AHC is the official repository for the University of Wyoming. It is also responsible for maintaining the records repository for the university, in keeping with state statutes. In the past two years it has made significant headway in archiving and preserving materials from across the campus, from the offices of the President and the Provost to units in Agriculture extension, A&S departments, and Operations.

Moving forward

1. The AHC will continue its support of UW Archives, working with units across campus to transfer key historical materials to the Center.
2. UW Archives has also been given the role of records manager and archive for the purposes of helping the university meet state statutes for records retention. The

university currently lacks a policy on cooperating with the AHC for this purpose. The AHC will initiate a set of discussions to help regularize this situation once the present financial situation has come under control.

Wyoming

6. Wyoming History Day

Part of the National History Day program, Wyoming History Day (WHD) is sponsored by the American Heritage Center in two ways. First, the Center employs the state coordinator of the annual competition, who is responsible for ensuring that state regional events take place and the state-level event happens. The AHC is supported by a small amount of funds from the state government and from the Wyoming State Historical Society. Second, the AHC provides students with the primary historical sources used in the creation of their competitive projects.

Moving forward

1. The AHC will continue to employ the state coordinator for Wyoming History Day, and a part-time assistant. It provides the funds to support the event as needed.
2. The AHC will continue to provide access to its collections for primary sources in different topics.
3. The AHC won a grant worth \$180,000 for the next two years to digitize and place primary source material by topic on a website for the WHD annual competition. This grant from the Institute of Museum and Library Services will hopefully help create an ongoing delivery system of primary sources to enable Middle and High school students who cannot travel to Laramie to research for WHD.
4. The same available materials can be used by middle school and high school teachers in the preparation of history and other class curricula. The AHC will market the materials' availability and work to create lesson plans.

Support: The AHC currently receives a small amount of outside funding, which it supplements with endowment earnings. It anticipates further fundraising on WHD's behalf. The IMLS grant will support the establishment of the WHD website for two years, at which point the AHC will have a process in place to continue it unassisted. No additional funds are needed at this time.

7. We the People

This second civic education activity for middle and high school students focuses on the USA Constitution. The student teams involved in it participate in regional, statewide and national competition concerning knowledge of the Constitution. At the present, the AHC simply assists with managing the financial aspects of this activity, from paying bills to holding endowment funds.

Moving Forward

1. It is likely that in the next two years, the AHC may become the official sponsor of this activity. We continue to monitor the situation and aim to be ready for the responsibility, should it happen.

8. Archives on the Air

The AHC creates a one-minute program for Wyoming Public Media (WPM) called Archives on the Air, broadcast across the state several times a week on its radio channel. For more than a year and a half, this short feature has provided enticing descriptions of AHC collections—many feature Western topics or Wyoming topics, but plenty of others focus on national figures. Both the AHC and WPM regularly receive complements about the programs, which help spread knowledge of the AHC and of the interesting character of its collections.

Moving Forward

1. The AHC has created a process for writing several columns a week and for recording them. Past columns appear on WPM’s website (<https://www.wyomingpublicmedia.org/programs/archives-air#stream/0>). We anticipate that this feature will continue as long as people find it interesting.
Support: The composition and producing of these short shows have become part of the AHC’s ongoing budget. Additional financing is not needed.

9. Exhibits and Displays

The AHC has created exhibits for decades. Large and small, some are created for display in AHC locations or in a UW Art Museum gallery. Many are designed for traveling; they are freely shared with libraries and other interested public venues. Originally intended for Wyoming institutions, some traveling exhibits have been displayed in states across the nation. Closures due to the pandemic have led to the development of an increased number of virtual exhibits accessible online.

Moving Forward

1. AHC Archivists continue to produce exhibits designed for in-person viewing (on pause for the duration). In recent months, archivists have designed for virtual viewing. See the recent virtual exhibit on trailblazing female politicians, “In Pursuit of Equality,” <https://virmuze.com/m/uwyo-american-heritage-center/x/in-pursuit-of-equality/>
2. AHC interns from Art History receive instruction and training in the design of exhibits, both virtual and physical. Courses climax with the creation of an exhibit based on AHC collections. They will help design new traveling exhibits.
3. This summer, 13 paintings by Henry Farny and Frederick Remington owned by the AHC were loaned to the Brinton Museum near Sheridan. Other historic

paintings owned by the AHC, those by Alfred Jacob Miller, are planned for national tour in 2023.

4. Once the pandemic is over, the AHC plans to create new forms of exhibits that can exploit new types of venues, such as community college art spaces, town halls and other public buildings, and smaller museum galleries.
5. The AHC has renovated the Toppan Library area to create display space for a new series of exhibitions on the theme “Treasures from the Toppan.”

Support: Exhibit creation is built into many AHC job descriptions; funding for the (small) cost of most exhibits comes from an endowment established by the First National Bank. Larger exhibits are funded by endowment earnings or fundraising.

10. Wyoming History and Museum Outreach

The AHC has long had connections to the Wyoming State Historical Society (WySHS). Many employees have been members, some have served as president, and its presidents have been non-voting members of the AHC board of Advisors. Rick Ewig, a long-time AHC employee and former Director, served for years as the editor of *Annals of Wyoming*, the history journal of Wyoming. Through the WySHS, the AHC has been a participant in the writing of and investigation into Wyoming’s history, working with museums and other historical organizations around the state in this enterprise. The WySHS has been a strong supporter of the Wyoming History Day with the AHC.

Moving Forward

1. The AHC will continue its important relationship with the WySHS, working together to uncover and make known the history of Wyoming and of the West.
2. Through its public history educator and other AHC employees, the Center aims to work together with museums around the state, helping where it can to organize joint ventures, grant applications, and so on for the benefit of all concerned.
3. The AHC is presently working with the Wyoming State Archives to create a “roving archivist” to help archives and museums around the state in the preservation and promotion needs of their collections. This would be paid for through grant funds.

11. Oral History Interviewing

The AHC has long conducted oral interviews of significant historical, political and cultural figures, and has had at least one active oral historian on the staff for decades. Interviewees have ranged from influential politicians and UW faculty and administration to military officers and members of minority communities. Under the current director and the Simpson Archivist, an oral history program is being developed. To support this, two

endowments have been created in the last six months that specifically identify oral history as one of their main purposes.

Moving Forward

1. Continue to conduct, record and preserve oral histories.
2. Seek to create a training process—perhaps through a short course, perhaps through internships—to teach students how to research for and conduct oral history interviews.
3. Work with museums and other institutions around the state to help them preserve their interviews—especially those recorded on unstable magnetic tape.

12. Outreach Activities

Before the Covid pandemic shut down access to public spaces, the AHC acquired through donation a panel van to support outreach, collecting and other activities across the state. The donation's intent was to enable outreach events—such as pop-up displays and receptions—to introduce Wyomingites to interesting aspects of our collections. Plans were underway, for example, for women's suffrage events when Covid hit.

Moving Forward

1. In the post-Covid period, hopefully beginning this summer, the AHC aims to begin a set of outreach activities that will take its collections (in copy form) and its personnel out into the state to raise awareness of us and the key historical goals we pursue. In particular, the AHC will pilot and assess a series of pop-up receptions to connect with people in different communities.

Support: The initial cost of these events will come from the director's discretionary funds.

Appendix 4 — Creating the Virtual Reading Room: A Digital Initiative of the AHC

In response to our users' increased need for remote access to materials in the American Heritage Center's collections, the AHC is moving ahead with its Virtual Reading Room initiative. The goal is to provide an equivalent of each activity that takes place in an onsite reading room so that remote patrons can engage in them through virtual and digital means. The initiative builds on activities begun years ago, introduces new digital projects, and brings them all together into coherent approach. This initiative identifies four major digital projects and eight support projects in an entrepreneurial approach to providing the Center's patrons with equivalent services and activities provided by an onsite reading room. (See Appendix 5 for budget information.)

I. Providing Access to our Collections — Four Major projects

1) Strategic Digitization

The AHC has been making digital copies of its materials since quality scanners became available more than two decades ago (and paper copies long before that). Since 2008, we have been populating our Digital Collections platform (Luna) with digital objects (documents, photos, audio and video) through grant-supported mass digitization; today more than 148,000 items appear on Luna.

Since the reading room's Covid closure, the Center has developed a new approach called Strategic Digitization. Drawing upon a variety of data regarding collection usage, including Reference Services' daily records, we can anticipate interests from different audiences of remote patrons for materials not yet on Luna. Whether Wyoming History Day high school students or UW history students, scholars researching entertainment or Western history or Western literature, the Center possesses data to help predict the collections they are most likely to want. The Center has begun this digitization program to work ahead of the curve by digitizing materials in anticipation of our remote users' needs. While this approach by no means covers all our patrons' requirements, it will address an increasingly larger percentage.

Support: Over the years, the Digitization Lab has invested in three audio, video and film digitization stations, as well as a high-end digital scanner. The acquisition of a second high-end scanner made possible by current grant funds from the IMLS brings the value of this equipment investment to more than \$100,000. Initially, this project will be carried out by two students from the Director's Interns program*, under the direction of the lab's supervisor, and supplemented by part-time scan techs as needed. Given the changes discussed under project #9 below, a full-time supervisor for the Digitization Lab will also need to be hired. This will be paid for by grant and Foundation funds.

2) Remote Research and Discovery Sessions

Digitized collection material is great when a researcher knows the materials they want to study. But often a researcher is just starting out; they have a research question and maybe know a few collections that possibly contain relevant data according the finding aids. Instead of dedicated analysis, they need to skim through boxes and boxes of materials to discover what they need.

The AHC has developed a remote technique of discovery research sessions via Zoom, with the aid of a research assistant and a document camera, that will enable researchers to

perform such rapid review remotely. Although the research assistant needs to be paid, the cost savings over travel expenses to visit and stay in Laramie while performing research is significant. Remote research grants—like the AHC’s travel grants—could even be awarded.

Support: To set up two new stations, this project will require investment in two internet-capable computers and two document cameras, as well as two sound-dampening booths in which to work. Under Reference Services supervision, the work will be carried out by two students from the Director’s Interns program*, supplemented by part-time workers.

3) Direct Access to UW Archives’ Born Digital Files

The AHC holds the UW Archives and is required by law to retain many university records for varying lengths of time. Sometimes UW units need to access those records after they have been transferred. In recent years, most of those records have been “born digital,” meaning that they were created digitally with the intention of having them remain in that format. The AHC’s UW Archives unit and Born Digital unit are presently piloting a test with three UW units that will permit departments direct access to their transferred born digital records.

Support: Storage costs already part of AHC expenses and no labor costs are involved.

4) Online Photo Store

Copies of the historic photographs in AHC collections can be purchased by researchers, but the process for doing so is currently handled by human beings from start to finish. The Center’s staff have recently worked out a way to make select photographs available online in an automated manner—like a stock photo service. This will allow us scale up photo sales, make sales more visible to the general public, and perhaps earn sufficient income to help fund photo digitization projects.

Support: Many photographs suitable for sale have already been digitized. In addition, the AHC owns digitization equipment in both the Digitization Lab and in the Digital Photo Lab to digitize additional photos. The work of creating new digitized photographs for Digital Collections and the online store could be performed by one of the Director’s Interns*.

II. Helping people find the AHC’s collections

People cannot request access to collection material if they do not know it exists or if we possess it. The following four projects help potential patrons find our materials or make them known to a broad audience.

5) The AHC Virtual Resource Hub

A key part of creating a Virtual Reading Room is to ensure that our patrons can find all the digital services the AHC reading room provides. To ensure this, Reference Services has created the Virtual Resource Hub to provide a location that links the online visitor to all the services available. In many ways, this is like standing in front of the reference desk in the reading room and talking to the archivist behind it about the reading room’s services. And, if that is not sufficient, there is a link to talk with an actual archivist.

Support: No cost. This has already been designed and established on the AHC’s website.

6) Moving AHC Finding Aids to *Archives West*

Researchers discover an archive's collection by searching through online finding aids in an online catalogue. Unfortunately, the company that hosts the AHC's catalogue, the Rocky Mountain Online Archive (RMOA), has informed the Center that has ceased supporting the site and will take it down in approximately a year. The AHC needs to transfer its finding aids to a new catalogue site by November. The AHC has decided to transfer its records to the finding aids aggregator *Archives West*.

Support: The Archives West annual subscription fee is \$2400. The record transfer itself will be handled in-house by our professional archivists. It will take approximately two months of work, which will simply come from putting other projects on hold during that time. Two part-time workers will supplement this labor.

7) Marketing of the American Heritage Center and its Collections

In the years since Mark Greene stepped down, the AHC's collections have received less attention than they had formerly. The AHC needs to market itself and its collections more broadly. In particular, it needs to make its nationally significant collections better known to researchers across the nation as well as to make its Wyoming and Western collections better known and more available in the state. The fulfillment of both aims requires the skills of a full-time marketer.

Support: The AHC has the resources to fund a half-time professional marketer. The best investment UW could make right now to help the AHC would be to fund the other half.

8) Website approaches to featuring the AHC's subject-specific collections

Many of the people who want to access materials in our collections are not professional researchers, but people with an interest—often a hobby interest—in a subject area we cover. They just want to sample things or perhaps find a picture directly, without having to learn the skills required for searching the various catalogues in which our records reside. For topics with sufficient patron traffic or with outside financial support, the AHC aims to create featured websites guiding patrons to the selected materials. The first of these was created this fall for Wyoming History Day contestants—middle school and high school students. Other websites in the planning and design stages will focus on the history of Laramie and on the history of America's railroads.

Support: Support will be supplied by grant funding or by donations to the UW Foundation. The Wyoming History Day website and its creation is funded by a \$180,000, 2-year grant from the Institute of Museum and Library Services (IMLS).

III. Support Structure and Services for the Virtual Reading Room

A major initiative such as the Virtual Reading Room requires significant logistic support. Many logistic services remain in the background and despite the amount of dedicated activities and cost will never be visible to the typical user. There are four projects in this category.

9) Reorganize Reference Services and the Digitization Laboratory

The management structure of Reference Services will need to be reshaped, for it must adapt to a completely new form of collection delivery (the Remote Research & Discovery sessions) which will grow with increasing demand. Reference Services and the Digitization Lab will also need to develop a closer and more responsive relationship in order to manage the Strategic Digitization process.

Support: No cost.

10) Upgrade Collection Management Software

At the same time the AHC learned of the need to migrate the its finding aids out of RMOA (and into Archives West), we learned that our collection management software will no longer be upgraded but will require licensing of the company's new software system along with the migration to it. Unlike Archives West, Lucidea will fold the cost of migration into the annual license fee for the ArchivEra software. The annual invoice from Lucidea for their ArchivEra platform indicates an annual cost only \$2000 higher than our current contract.

Support: The total annual cost will be handled by the same Foundation endowment paying for the present software. The migration will be handled by the company, with only a few weeks' time layout by AHC archivists. Lucidea will host the platform, which will save current costs with UWIT.

11) Digital Photography Lab

The AHC's collections contain more than 1.2 million photographs of historic and cultural value. Not only are they worth study, but tens of thousands of them contain unstable and even volatile emulsion chemicals. Proper preservation of them can only take place through duplication onto stable formats. Photo digitization technology has increased to the point where negatives as well as photographs can be accurately duplicated through digital techniques. The AHC is investing in this technology. It recently acquired a 100 megapixel camera and is presently evaluating the support equipment needed for a large, long-term preservation project. While the primary purpose of this process is preservation, any negative duplicated in this manner could be easily transformed into a digital photograph and placed in Digital Collections.

Support: Equipment costs are being borne by the AHC's Foundation Accounts. All equipment will be in place by start of Spring 2021 semester. Part-time workers will be hired through the usual means to provide labor.

12) Digital Storage

Digital activities require digital storage, and this is especially true for archival work, for archival best-practices requires three copies of all digital files. (If one copy is corrupted, two identical copies are needed to identify the accurate file(s).) And, one copy must be placed in a different geographical location to protect from local disasters such as fire, flood, and so on. Since commercial cloud services are comparatively expensive, the AHC has begun a cooperative project with Coe Library seeking to identify a remote location where inexpensive serve storage can be located.

Digital storage is an increasing cost that will only get larger in the coming years. Not only does the size of the AHC's born digital collections increase exponentially, but the digital

storage needs of the digitization lab, the digital photo lab, UW Archives and even processing grow every year. In the meantime, the AHC continues to pay higher charges to IT.

Support: The cooperative project between the AHC and Coe hopes to be able to store a terabyte for a year for under \$300. The AHC currently has over 15 terabytes of digital materials and that number is increasing every year. This ongoing cost is born by the AHC's Foundation endowments.

*Director's Intern program

This fall Director Paul Flesher began a fund-raising program to raise current operating funds for ten student interns per year, at a cost of \$2000 per intern per semester. Initial subscription has been rapid, with funding for eight interns already donated or pledged.

Part-time Workers

Note concerning part-time workers. Many of the AHC's Foundation accounts permit the paying of part-time workers, as well as full-time. Depending on circumstances, Foundation monies pay for some or all of the AHC's 20+ part-time workers.

Budget for Virtual Reading Room Initiative

Project number	Investment Source	Salary		Fringe	Equipment & Software One Time Payment	Annual costs	Salary & Pay Annual Costs	
1 Strategic Digitization	1 Full-time supervisor for Digitization Lab 2 Director's Interns, 2 per semester, 2 semesters 3 PTNB, 1 per semester, 2 semesters 4 Zeutschel Digital Scanner IMLS grant funds	AHC						
		Grant						
		UW	invited to invest					
			see below					
2 Remote Research and Discovery Sessions	1 Director's interns, 2 per semester, 2 semesters 2 PTNB, 1 per semester, 2 semesters 3 Sound-dampened Booths 4 Computers 5 Document Cameras							
3 Direct Access to UW Archives' Born Digital Files	1 Initial start-up funds 2 Annual costs 3 Director's Intern, 1 per semester, 2 semesters 4 PTNB, 1 per semester, 2 semesters							
4 Online Photo Store	1 Initial start-up funds 2 Annual costs							
5 AHC Virtual Resource Hub	1 Initial cost: 2 PTNB for 1 semester 2 Annual licensing fee							
6 Move AHC Finding Aids to Archives West	1 Initial cost: 2 PTNB for 1 semester 2 Annual licensing fee							
7 Marketing of the American Heritage Center and Its Collections	1 Hire full-time marketing position 2 Support Costs, annual	AHC	half					
		UW?	half					
8 Website approaches to featuring the AHC's subject-specific collections	1 Website design and creation 2 Hosting, annual							

