

Chapter 1: National Park Service Museums and Collections

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CHAPTER 1: NATIONAL PARK SERVICE MUSEUMS AND COLLECTIONS

A. Overview

- What information will I find in this chapter?* This chapter will introduce you to the National Park Service (NPS) museum program. It includes information on:
 - The purpose of NPS museums
 - The history of NPS museums
 - The kinds of NPS museum collections
 - Introduction to NPS museum collections management
 - Organizational structure for the servicewide museum program
 - Planning for park museum collections
 - Ethics, standards, and professional organizations
- Where can I find additional information on these topics?* Consult the references in sections G and H for a listing of associations, Web sites, books, and journals with useful information.

B. Purpose of National Park Service Museums

- What is a museum?* In 1895, George Browne Goode, Director of the Smithsonian Institution's United States National Museum, defined a museum as "...an institution for the preservation of those objects which best illustrate the phenomena of nature and the works of Man, and the utilization of these for the increase in knowledge of the people," (Goode, 1895). The United States Congress, in the Museum and Library Services Act (Title II of P.L. 94-462), defined a museum as "...a public or private nonprofit agency or institution organized on a permanent basis for essentially educational or aesthetic purposes, that utilizes a professional staff, owns or utilizes tangible objects, cares for the tangible objects, and exhibits the tangible objects to the public on a regular basis." Both definitions have important qualifiers that distinguish museums from exhibit galleries, curio collections, and other types of property that an institution may manage. Professional museum associations offer additional variations on these basic definitions.
- What is a museum object?* A museum object is a material thing possessing functional, aesthetic, cultural, symbolic, and/or scientific value, usually movable by nature or design. Museum objects include prehistoric and historic objects, artifacts, works of art, archival material, and natural history specimens that are part of a museum collection. (Large or immovable properties, such as

monumental statuary, trains, nautical vessels, cairns, and rock paintings, are defined as structures or features of sites.) (See NPS *Cultural Resource Management Guideline*, Appendix A, Glossary.)

3. *What do museums do?*

Museums collect, preserve, study and interpret, and provide appropriate public access to natural and cultural materials that have been assembled according to a plan.

The collection must have a written scope statement (see *Museum Handbook*, Part I, Chapter 2, Scope of Collections). The items in the collection, whether cultural or natural, and their associated documentation are valuable for the information that they convey about people, processes, events, and interrelationships within cultural and natural systems. Placing objects within a broader context, through research, analysis and documentary records, provides the greatest public enjoyment and benefit.

4. *What do I need to know about a museum's primary responsibilities?*

With few exceptions, after their founding, museums continue to collect within their stated scope. All activities in the museum revolve around the collection. **Collecting, and documenting the resulting collection, is the first responsibility.**

Because the collection is a non-renewable resource, the museum must ensure its preservation. Museum objects and specimens lose their value if they, or their associated data, are damaged or lost. **Preserving the collection is the second responsibility.**

In order to ensure public benefit from the collections, the museum must provide for access, use, and interpretation, including research and exhibit. Research, by the museum staff and others, is the foundation for public exhibit and museum education programs. Research and the resulting interpretation to the public, either through exhibits or public programs, demonstrate the collection's value to the public. **Providing for collection access, use, and interpretation is the third responsibility.**

Museum Handbook, Part I, provides information on collecting, preservation, and protection. *Museum Handbook*, Part II, has procedures for documenting collections. *Museum Handbook*, Part III, addresses collections access and use.

5. *What is museum management?*

Museum management consists of the policy, procedures, processes, and activities that are essential to fulfilling functions that are specific to museums, such as acquiring, documenting, and preserving collections in appropriate facilities and providing for access to and use of the collections for such purposes as research, exhibition and education. The production of exhibits, the presentation of interpretive and education programs, and the publication of catalogs, books, and Web sites featuring museum collections and themes are part of museum management. The administrative functions relating to funding, human resources, maintenance, and property management are also part of museum management and require certain knowledge and skills specific to the museum environment.

6. *What is museum*

Museum collections management is one aspect of museum management. It

collections management?

is a process, not a product. It is a systematic approach to the proper preservation and the wise use of museum objects. It includes any activity associated with the acquisition, accountability, documentation, conservation, protection, disposition, and use of museum objects. It involves assessing and planning for the short-term and long-term needs of a collection as well as carrying out the day-to-day activities of caring for objects on exhibit and in storage. The goal of collections management is to make museum collections available to the user for exhibit and study while preserving them for future generations.

7. *Under what authorities does NPS manage museums?*

Five laws provide the basic legal mandate for the NPS to manage museums. The laws are:

Antiquities Act of 1906

16 USC 431– 433; June 8, 1906, ch. 3060, 34 Stat. 225

National Park Service Organic Act

16 USC 1– 4; Aug. 25, 1916, ch. 408, 39 Stat. 535

Historic Sites, Buildings, Objects, and Antiquities Act (commonly known as the Historic Sites Act of 1935)

16 USC 461– 467; Aug. 21, 1935, ch. 593, 49 Stat. 666

Management of Museum Properties Act (commonly known as the Museum Act)

16 USC 18f– 18f- 3; July 1, 1955, ch. 259, 69 Stat. 242, PL 104- 333

Archaeological Resources Protection Act of 1979 (ARPA)

16 USC 470aa– 470mm; PL 96- 95

See Appendix A for a description of these and other relevant laws.

8. *What distinguishes NPS museums?*

NPS museums collect objects specific to the mission of the individual parks and interpret those collections in their original context. The collections are site-specific, that is, they pertain to that particular NPS site. With the exception of house museums, most other museums gather thematic collections from many different sites and house them in one place. By contrast, NPS museums collect and interpret many objects and specimens at the site of origin. For example, the furnishings and personal belongings at Harry S Truman National Historic Site are preserved and exhibited in the Truman Home as they were when the family occupied the house. The vast majority of holdings in NPS museums are derived either from within the park boundaries or from areas intimately associated with the parks.

Another distinguishing characteristic of NPS museums is that they are part of a larger NPS museum system. While park museums are site-specific, each is part of a greater system that sets policies and standards and guides their operation. No other museum network is so varied and dispersed, yet so administratively bound as a unit. The NPS museum system provides broad representation of the natural and cultural heritage of the United States. The scope of the system is wider than that of most public or private institutions. The NPS museum system is the largest such system in the

world.

Although NPS museums may store their collections at another location, such as a NPS archeological center or a non-Federal museum, the park site retains ultimate responsibility for the collections.

National Park Service museums (and their collections):

- directly support the park mission
- aid understanding among park visitors
- advance knowledge in the humanities and sciences
- provide baseline data for NPS managers, scientists, and other researchers
- preserve scientific and historical documentation of the park's resources and purpose

Park collections range in size from fewer than 100 to over 6 million items.

9. *How are NPS collections used?*

National Park Service museum collections are used in a variety of ways. In keeping with the Service's public trust responsibilities, most uses of collections are educational. The dominant uses are:

- **Research** conducted by NPS and non-NPS scientists, historians, archeologists, ethnographers and other specialists.
- **Publications** that the park or others produce. Each year, photographs and/or descriptions of NPS museum objects appear in numerous articles, books, and other publications.
- **Exhibits** in NPS museums and visitor centers, as well as loans to non-NPS museums for special exhibitions.
- **Educational programs** at the park, schools, or other public venues.
- **Media products**, such as documentaries (motion picture, television, and radio), Web sites, "Web casts," and virtually any other new media format.

As society develops new media technologies, the opportunities to provide access to collections expand. Park visitors can view objects, specimens and archives in the museum or furnished historic structure at the site and gain the special understanding that comes with seeing the items "in context." New technologies, however, can reach previously underserved populations. For example, data and images in the NPS Web Catalog (<http://www.museum.nps.gov>) and Web exhibits featuring museum collections (<http://www.cr.nps.gov/museum>) are available worldwide in homes, schools, offices, and libraries. By effectively using these technologies NPS can greatly expand the audience served and the public benefit.

However you use the park's collection, remember that accurate interpretation and preservation of each object and the collection as a whole are primary considerations.

C. History of National Park Service Museums

1. *How did national park museums originate?*

For over a century, museums have been an integral part of America's national parks. From modest beginnings in 1904 to today's state-of-the-art park museums and visitor centers, visitors have encountered engaging museums in units of the National Park Service.

NPS museum operations chief Ralph Lewis observed that National Park Service "...museums did not grow from a single root, nor did any central authority decree their initial establishment. The first ones developed independently, created by local initiative to meet perceived needs," (1993). NPS Chief Curator Ann Hitchcock explained, "Initially, [museums in parks]...were rudimentary—a 1904 arboretum in Yosemite, a table of artifacts in the ruins at Casa Grande...even a museum in a tent at Sequoia. This strong association with place is a characteristic that continues to distinguish park museums and collections," (2004).

2. *How quickly did NPS develop museums?*

The National Park Service established new museums quite rapidly—Stephen T. Mather, the first NPS director, was an enthusiastic supporter who understood the importance of museums in the parks. In his 1920 annual report, he noted, "One of the most important matters to receive earnest consideration is the early establishment of adequate museums in every one of our parks."

Director Mather initiated numerous campaigns to encourage additional support for the parks, with the public and with government and business interests. These activities included special exhibitions of national park-themed art. Mather arranged an exhibition of paintings of national park scenes in January 1917 in conjunction with the Fourth National Park Conference. The Smithsonian Institution exhibited the works by Albert Bierstadt, Thomas Moran, Carl Rungius, and other noted artists for some time following the conference. The Director also developed a "...traveling exhibition intended for display in libraries [of]...24 framed photographs of park scenery packed in two reusable shipping boxes." The exhibition was so popular that Mather "...request[ed] funds to produce and circulate additional sets," (Lewis 1993).

A little more than a year later, Secretary of the Interior Franklin K. Lane established guidelines for the new National Park Service. The guidance included the statement that "Museums containing specimens of wild flowers, shrubs, and trees, and mounted animals, birds, and fish native to the parks, and other exhibits of this character will be established as authorized." Support for NPS museums was strong and that support was at the highest levels in Washington. At the same time, increased public and philanthropic interest in NPS museums provided additional opportunities for growth.

3. *How did NPS museums grow in the 1920s?*

In the early 1920s, Chauncey Hamlin of Buffalo, New York, (who had helped to endow the Buffalo Museum of Science) became a supporter of the national parks. As Hamlin's interest grew, he also supported the establishment of new museums in the parks. Following his election as president of the American Association of Museums (AAM) in 1923, Hamlin was able to procure funding from the Laura Spelman Rockefeller Memorial to help underwrite a new museum at Yosemite. By 1926, the new Yosemite Museum opened to the public (Lewis 1993).

Yellowstone opened its first museum in 1922. Over the following eight years, the park developed branch museums at Old Faithful, Madison Junction, and Norris Geyser Basin, all with the assistance of AAM. Meanwhile, the AAM, the Laura Spelman Rockefeller Memorial, and John C. Merriam of the Carnegie Institution supported the development of the Yavapai Point Museum at Grand Canyon National Park. Merriam, who actually oversaw the work "...created a museum where the canyon was the exhibit and the museum housed viewing instruments, labels, and guided interpretation. The model was so successful that a generation later it was deemed a classic example of interpretive planning in parks," (Hitchcock 2004).

Yellowstone naturalist Carl P. Russell was promoted to the new position of field naturalist-museum advisor in 1929. Russell relocated to California, and reported to Chief Naturalist Ansel Hall at the NPS Field Division of Education, located at the University of California, Berkeley.

4. *How did the 1930s and the Great Depression impact NPS museums?*

The 1930s brought tremendous change to the NPS. Shortly after taking office in 1933, President Franklin Roosevelt transferred the various historical areas managed by the War Department (primarily American Revolution and Civil War battlefields) to the National Park Service. Other parks, monuments, and memorials were transferred to the NPS as well—national monuments managed by the Forest Service and the National Capital Parks in Washington, DC. Many of these areas already managed museum collections, which also transferred to NPS stewardship.

NPS museums, like many other Federal projects in the 1930s, received increased support resulting from the economic recovery efforts of President Roosevelt's New Deal. One such windfall occurred in 1935, when \$65,000 in Public Works Administration (PWA) funds became available to support new museums in the parks. In January of that year, Carl P. Russell was detailed from Berkeley to Washington to establish a new Eastern Museum Division. He also recruited a temporary staff of curators, artists, and craftsmen.

At the same time, funding and labor provided by the Civilian Conservation Corps (CCC) and Works Progress Administration (WPA) allowed for the construction of several new park museums. In workshops at Berkeley, California, and Fort Hunt, Virginia, "CCC boys" fabricated exhibits and park topographical map models (some of which are still in use at NPS visitor centers). The National Park Service's first curators (in title) were funded by the PWA. Curators, assistant curators, and museum assistants developed museum planning documents; planned, supervised, and

constructed exhibits; and helped Russell carry out the multitude of tasks connected with the newly enlarged NPS museum program.

In 1935, Congress passed the Historic Sites, Buildings, Objects, and Antiquities Act. The new law declared that "...it is a national policy to preserve for public use historic sites, buildings, and objects of national significance for the inspiration and benefit of the people of the United States." This legislation empowered the Secretary of the Interior (working through the NPS) to preserve and maintain objects of national historical or archeological significance and to "establish and maintain museums in connection therewith."

5. *How did the NPS museum program fare in the 1940s and 1950s?*

The 1940s began with the NPS placing even greater emphasis on the development of museum standards. With strong support from Carl Russell, Ned Burns (who followed Russell as chief of the NPS museum division) prepared the National Park Service *Field Manual for Museums* in 1941. Intended as a guide to park museum development and operation, the field manual was available to other museums, institutions, and the general public through the Government Printing Office. Non-NPS museums as well as park museums used the publication.

World War II caused a virtual halt in park museum growth, as NPS budgets and personnel were transferred to the war effort. After the war, however, the museum program once again began to grow. The museum laboratory in Washington, DC, reopened in 1946. Four years later, NPS appointed its first conservator, Elizabeth Jones, a paintings conservator from the Fogg Art Museum at Harvard University. Jones quickly developed a new conservation laboratory and the first NPS conservation treatment program. Then, in 1954, following Ned Burns's death, Ralph Lewis became the Chief of the Branch of Museums. In 1956, NPS launched Mission 66, a ten-year program that planned to install ten new exhibits each year.

The decade of the 1950s also saw two other important events: Congress passed the Museum Act in 1955, and two years later, the Service issued the *Museum Records Handbook* (today's *Museum Handbook*, Part II: Museum Records). (The *Museum Handbook*, Part I: Museum Collections, would debut in 1967.)

6. *How did the Museum Act affect NPS museum operations?*

During the early 1950s, the Service recognized the need for additional legislative guidance concerning its legal authority to acquire, preserve, and dispose of museum objects. In a number of past situations, the Service's authority to carry out some common museum practices was lacking or unclear. Congress passed the Museum Act to provide clear guidance to the Service in these matters. The law authorized the Secretary of the Interior through the National Park Service to acquire museum collections through donation and purchase and to loan and exchange collections "...in such manner as he shall consider to be in the public interest."

7. *What was the impact of Mission 66 on park museums?*

In 1956, in response to a growing number of park visitors, NPS launched a ten-year program, dubbed Mission 66, to build museums. Not since the New Deal of the 1930s did the parks experience such growth, renewal, refurbishment, new facilities, and corresponding staff to carry out the

work. The Service constructed nearly 100 new visitor centers and museums during Mission 66. Mission 66 funded new visitor centers at Zion National Park, Dinosaur National Monument (Quarry Visitor Center), Everglades National Park (Flamingo Visitor Center), Booker T. Washington National Monument, Great Smoky Mountains National Park (Sugarlands Visitor Center), and the Museum of Westward Expansion beneath the Gateway Arch at Jefferson National Expansion Memorial in St. Louis. Although many parks have outgrown and replaced (or added to) their Mission 66 facilities, many others continue in use to this day. Mission 66 provided the parks with critical, needed improvements.

8. *What other initiatives and programs have influenced NPS museum operations in the decades since Mission 66?*

The 1970s

In the 1970s, NPS museum programs continued to grow. In 1974, the Branch of Museum Operations became the Division of Museum Services. The following year, NPS staff conducted the first Collection Management Plan, at Hubbell Trading Post National Historic Site. In 1976, the Service published the *Manual for Museums*, a bound version of the looseleaf *Museum Handbook*, which was available to the larger museum community (and the general public) through the Government Printing Office. Also, in the 1970s, the *Conserve O Gram* series of museum preservation technical leaflets debuted.

On the legislative front, Congress passed two new laws pertaining to archeological resources on Federal lands, the Archaeological and Historic Preservation Act of 1974, and the Archaeological Resources Protection Act of 1979 (ARPA). Both acts mention museum collections resulting from archeological activities. (See Appendix A.)

Understandably, following the enactment of ARPA, NPS collections grew in both size and scope.

The 1980s and Beyond

NPS museum programs continued to expand in the 1980s, 1990s, and into the new millennium. In 1980, the Director appointed a Chief Curator, Ann Hitchcock. Three years later, key Washington and field curatorial staff met to develop a servicewide museum management strategy that stressed:

- Establishing minimum preservation standards
- Accountability of museum property
- Strengthening training and development opportunities for staff
- Incorporating curatorial review in the planning process
- Improving collections management policy guidance to the field

Over the next quarter century, these five goals have been the driving force behind the Service's museum programs. Minimum preservation and protection standards were established with Special Directive 80-1, its subsequent revision, and eventual replacement by the NPS Checklist for

the Preservation and Protection of Museum Collections (Museum Checklist).

In the annual Collections Management Report (CMR), initiated in 1983, parks provided information on the number of items acquired, deaccessioned, cataloged, loaned and used in exhibits. Accountability was strengthened when, in 1984, and again in 2000, the *Museum Handbook*, Part II, was revised to reflect the latest, accepted museum practices for collections documentation. In 1985, a servicewide call was issued for every park to have an approved Scope of Collection Statement. Two years later, the NPS issued the Automated National Cataloging System (ANCS) to further the parks' accountability efforts. This program, augmented, improved, and modernized with a Windows platform in 1998, became ANCS+. No longer limited to accessioning and cataloging, the system covers documentation for all aspects of collections management, including loans, deaccessioning, housekeeping, Museum Checklist standards, annual inventories, and annual reporting.

In addition to the reissued Part II of the *Museum Handbook*, Part I: "Museum Collections," was reissued in 1990, with more revisions and additions issued nearly every year since 1999. *Museum Handbook*, Part III: "Museum Collections Use," was issued in 1998. The three-part *Museum Handbook* provides NPS staff not only with critical guidance concerning documentation, preservation, and access to and use of collections, but also with important collections management policy guidance to the field. The other preservation publication, the *Conserve O Gram* series, which was first issued in 1975, was revised and reissued in 1993, with additional leaflets added to the series annually.

The Native American Graves Protection and Repatriation Act of 1990 (NAGPRA) (25 USC 3001-3013) has had a profound impact on NPS museum collections. The law and associated regulations address the rights of lineal descendants, Indian tribes, and Native Hawaiian organizations to Native American human remains, funerary objects, sacred objects, and objects of cultural patrimony. They require Federal agencies and institutions that receive Federal funds to provide information about Native American human remains, funerary objects, sacred objects, and objects of cultural patrimony to lineal descendants, Indian tribes, and Native Hawaiian organizations and, upon presentation of a valid request, return these cultural items to them. NPS has repatriated items subject to NAGPRA and has consulted with traditionally associated groups when managing museum collections.

Implementation of the Government Performance and Results Act of 1993 (GPRA) presented new challenges to NPS museum programs. Performance management has increased annual reporting responsibilities for field, regional, and WASO staff. Yet, at the same time, programming, prioritization of work, and accountability were strengthened. The museum program applied the existing CMR and Museum Checklist data to meet the performance reporting requirements of GPRA. The ANCS+ collections management software program includes the Museum Checklist and CMR, which enable park staff to quickly produce annual museum reporting data.

The advent of the Web provided new ways to make park collections

accessible to the public through Web exhibits and the Web Catalog. In 2004, NPS initiated the Teaching with Museum Collections program, which introduced object-based lesson plans for teachers to use Web-accessible NPS museum collections resources in the classroom. See <http://www.cr.nps.gov/museum/>.

Communication across division, park, regional, and servicewide lines is vital to the success of park museum programs. Facility management, resource management, interpretation and education, administration, and resource and visitor protection—virtually every park function is in some way supportive of, a user of, or a collector or creator of museum collections. The superintendent delegates responsibility for the park collection to the park curator or collateral-duty curator, but many offices collaborate to provide effective collections management.

In 2004, the Service observed the NPS Museum Centennial—the first century of museums in the parks. This history began with several small, independently established park museums created on shoestring budgets, without the assistance of professional curators. Early on, these programs received additional attention, funding, and professional assistance. Although not every park has a curator on site, each park has a curatorial contact and a qualified curator must have oversight for each park’s museum operations.

From these humble beginnings over a century ago, the NPS museum system has become the world's largest. As of 2005, more than 350 park units preserve over 115 million museum objects, specimens and archival items to tell the stories of the places where many of the most exciting events of American history, cultural experiences, and natural phenomena have taken place.

D. Types of Collections

The National Park Service is one of the primary Federal entities that preserves cultural and natural resources. NPS museum collections include diverse disciplines and represent a significant portion of the resources that the Service is charged to preserve and protect. The collections are characterized as cultural, natural, and archival. The documentation system further classifies the items. The broad categories are divided into general disciplines as follows:

- Archival Collections
 - Personal papers and manuscripts
 - Resource management records
- Cultural Collections
 - Archeology
 - Ethnology
 - History
- Natural History Collections (also called natural resource collections)
 - Biology
 - Geology
 - Paleontology

E. Archival Collections

1. *What do NPS archival collections include?*

Archival holdings are the largest component of servicewide collections by item count. At the park-level, archives form a key part of the park's resources. In many cases, archives are original to the site and date to the historic period. For example, archives at Edison National Historic Site greatly expand our understanding of Thomas Edison's business as well as his private life.

Park archival collections contain information essential for understanding the park's past, natural and cultural interrelationships, events, and changes over time, as well as the human impact (including NPS management) on the park. Personal papers illuminate our understanding of the individuals whose lives are documented and interpreted at park sites. Resource management records that park staff and researchers create become part of the archival collections. Resource management records address:

- Management of cultural and natural resources over time
- Scientific research

2. *What types of archival materials are in NPS collections?*

NPS archival collections include:

- Personal papers, organizational archives, and assembled manuscript collections that NPS receives from non-Federal sources.
- Copies of records (formerly sub-official records). Occasionally, selected copies of Federal records may be kept for purposes of reference or convenience. For example, selected copies of superintendent correspondence that is particularly relevant to a resource management issue may be kept.
- Resource Management Records. Records associated with resource management typically include field notes and catalogs, daily journals, drawings and maps, photographs and negatives, slides, sound recordings, raw data sheets, instrument charts, remote sensing materials, collection inventories, analytical study data, computer documentation and data, as well as reports and any other documents generated through the resource management activity. Oral histories created by NPS employees are a special type of resource management record. Although these records are created by a Federal employee, contractor, or partner, the Service retains and manages them in the museum collection because ready access is critical to the ongoing interpretation, management, and preservation of other park natural and cultural resources. Resource management records are identified on the NPS records schedule for retention and management in the museum collection.

Other than resource management records, Federal records should not be included in the museum collection without specific authorization from the National Archives and Records Administration (NARA). These records are the original or "record copy" documents created or received in the course of performing the daily work of the NPS. Examples of records that do not belong in the museum collection include audit records, budget materials, central files, contracting files, financial records, law enforcement records, legal records, museum and project administrative records, permits, personnel records, and superintendent's correspondence files. By law, NARA

See *Museum Handbook*, Part II, Appendix D: Museum Archives and Manuscript Collections, for additional information concerning NPS archival collections.

Examples of archival collections include:

- The Edison Archives, Edison National Historic Site
- John R. Fordyce Archival Collection, 1897-1912, documenting Fordyce's engineering activities and the dealings of the Thomas-Fordyce Manufacturing Company, as well as personal correspondence, Hot Springs National Park
- Archeology Project Records, Mesa Verde National Park
- Albright Manuscript Collection, papers of Horace Albright pertaining to conflict over Mineral King, Sequoia and Kings Canyon National Parks
- Shenandoah National Park Resource Management Records, 1880-1996, Shenandoah National Park

F. Cultural Collections

Cultural collections are human-made objects or natural history specimens collected because of their human cultural context.

1. *What are archeological collections?*

Archeological collections are material remains that are recovered using archeological methods. Associated records (resource management records), such as maps, logs, research notes, laboratory analyses, and photographs, are classified as archival collections, although they remain connected to their related archeological collections. (See section E.2.) Archeological collections may represent any period in human history as long as the material was recovered by archeological methods. These collections help us to understand past cultures and their natural world. By preserving and studying these collections, we gain insight into the lives and worlds of those individuals and groups who previously inhabited park areas.

Archeological collections are created through authorized NPS undertakings, including Archaeological Resources Protection Act (ARPA) violation cases. NPS archeological collections include materials generated by researchers working under Antiquities Act or ARPA permits and by professional or avocational archeologists using a valid scientific

methodology before the establishment of the park. Both surveys and excavations can generate archeological materials and associated records.

2. *What methods does an archeologist use to recover and interpret archeological resources?*

Archeological methods recover materials from the ground surface or subsurface using systematic procedures and documentation. Whenever an archeologist investigates a site and removes materials, the site is altered, perhaps even destroyed. At the very least, the original context, “the way artifacts and other material lay in relation to one another” is destroyed. Archeological procedures ensure thoroughness and regularity in data recovery. One goal is to have a systematic collection—a unified collection of objects and associated records and data (resource management records). These data play a key role in the ongoing management of the excavated site and other archeological resources.

Once the site is altered and objects are removed, the records that document the archeological investigation become the basis for understanding the site and the meaning of the objects in context. These documented collections are available for research and exhibit. For new research projects, the NPS encourages use of these well-documented systematic collections rather than excavation in order to preserve and protect remaining archeological sites, which are non-renewable resources.

3. *Does NPS keep all materials recovered from archeological investigations?*

Most, but not all. Archeological materials excavated or removed from NPS lands remain the property of the United States (see 43 CFR 7.13) except human remains, associated funerary objects, and cultural patrimony subject to NAGPRA, which specifies conditions for their recovery and disposition to lineal descendants, Indian tribes, or Native Hawaiian organizations (see 43 CFR 10). With the exception of the items subject to NAGPRA, artifacts and specimens recovered from archeological resources, along with associated records and reports, are maintained together in the park museum collection (Management Policies, 5.3.5.1). Human remains, associated funerary objects, and cultural patrimony subject to NAGPRA, but in park collections prior to passage of the Act in 1990, were included in summaries and inventories and are available for deaccessioning and repatriation in accordance with 43 CFR 10. Other archeological collections may be deaccessioned under limited conditions, such as approved destructive analysis; when the park lands from which the items come are deauthorized; or when the materials are hazardous (see *Museum Handbook*, Part II, Chapter 6, Deaccessioning).

Human remains, associated funerary objects and cultural patrimony subject to NAGPRA and discovered inadvertently or intentionally excavated after the passage of the Act are held in suitable conditions until appropriate and legal disposition occurs. They are not accessioned into the museum collection, but the park must ensure inventory control. Any resource management records concerning such remains and objects become part of the museum collection.

4. *What types of archeological materials are in NPS collections?*

Archeological material remains are artifacts, cultural objects manufactured by humans in the past, intact or fragmentary natural objects, by-products, organic materials, paleontological specimens found in physical relationship with prehistoric or historic resources, specimens (or *ecofacts*) associated with cultural activity (such as shells, seeds, floral remains, and soil

samples), and environmental and chronometric specimens.

Examples of archeological collections include:

- Adze, Bering Land Bridge National Preserve
- Arrow Shaft Smoother (750-1150 AD) and a Puerco Black-on-White Bowl (1030-1200 AD), Chaco Culture National Historical Park
- Copper falcon effigy (1-350 AD), Hopewell Culture National Historical Park
- Civil War minié balls, Stones River National Battlefield
- Soil sample, Conways Brigade, Valley Forge National Historical Park
- Sherd, slip-decorated red earthenware, Narbonne House, Salem Maritime National Historic Site

5. *What are ethnological collections?*

Ethnology is the comparative and analytic study of cultures. Ethnography is the scientific description of individual societies and cultures.

Ethnological collections may be from any contemporary culture or from the historical and traditional culture from which the contemporary culture and people are descended. Ethnological collections are usually comprised of objects from many different cultures. Generally, but not always, NPS ethnological collections are from cultures considered indigenous to the park, to the surrounding geographic area, or to a large geographic area addressed in the park's mission. In addition, most NPS ethnological collections are Native American, Alaska Native, Native Hawaiian or Polynesian.

Most ethnological objects in NPS collections are traditionally manufactured. They range from utilitarian objects to works of art. Raw materials collected for use in the production of ethnological objects, such as pigments, fibers, and foodstuffs are classified as ethnological although they might otherwise be considered natural history collections.

When ethnographers and others make collections they usually will have associated records, such as field notes and photographs. These associated records go into the park's archival collection.

6. *What are some of the types of ethnological items that make up park collections?*

Examples of NPS ethnological collections:

- Yokut baskets at Sequoia and Kings Canyon National Parks
- Oglala headdresses at Badlands National Park
- Teak box with inlaid abalone shell decoration, Samoan, at San Francisco Maritime National Historical Park
- Navajo blankets and rugs at Hubbell Trading Post National Historic Site

7. *Are there any special considerations when managing archeology and ethnology collections?*

Yes. Be sure to engage in proper consultations with traditionally associated peoples well before you begin any new initiatives regarding archeology and ethnology collections. Some examples of initiatives include exhibits, relocation of collections, and changes to collections-use policies. Native peoples who are culturally affiliated with a park's ethnological collections may want to consult regarding the preservation, care and use of these collections. NPS policy mandates that the Service consult with traditionally associated peoples when developing such policies and initiatives.

In addition, NAGPRA requires that NPS provide information about Native American human remains, funerary objects, sacred objects, and objects of cultural patrimony to lineal descendants and culturally affiliated Indian tribes and Native Hawaiian organizations and, upon presentation of a valid request, return these cultural items to them. NPS has repatriated items subject to NAGPRA and, since passage of the Act in 1990, has carried out consultations with traditionally associated groups when managing museum collections. (See *Cultural Resource Management Guideline*, Appendix R, Guidance for National Park Service Compliance with NAGPRA, and *Museum Handbook*, Part II, Chapter 6, Deaccessioning.)

In accordance with NPS *Management Policies* (2006), Chapters 5 and 7, the Service will not exhibit Native American, Alaska Native, and Native Hawaiian human remains or photographs of those remains. Drawings, renderings, or casts of such remains will not be displayed without the consent of culturally affiliated Indian tribes and Native Hawaiian organizations. Parks must consult with culturally affiliated or traditionally associated peoples to determine the cultural significance and the culturally appropriate treatment of any object whose cultural importance is suspected but not confirmed, such as a sacred object. These consultations must occur before such an object is exhibited and before any action that might affect the resource.

8. *What are NPS history collections?*

NPS history collections reflect the entire spectrum of materials made and used during recorded times by humans residing in what today is the United States. They include cultural collections that are neither archeological nor ethnological. These collections may document individual or community life and social, cultural, political, economic, and technological trends and events. They also include art, such as paintings and sculpture. As a whole, the diverse assemblages of NPS history collections document continuity and change over time in the nation.

Some history collections reflect elite lives and activities of well-known individuals; others evidence everyday lives and actions of working men and women. The owners of some objects were Presidents; the owners of others are unknown. The significance and value of both is that they document American social, cultural, political and economic histories. Documenting and interpreting those objects to the public in the context of their original settings enhances the public's understanding.

To fill minor interpretive gaps, especially in exhibits and furnished historic structures, parks may acquire items that are of the same period and are documented to be similar to items originally at the site. Parks may

also add reproductions to the collections to fill gaps or to substitute on exhibit for a fragile original. Both period pieces and reproductions must be clearly documented so that they are not confused with objects original to the site.

9. *What types of objects make up NPS history collections?*

History collections range from high style furnishings at Hampton National Historic Site, to simple furnishings and books at Carl Sandburg Home National Historic Site, to tools of the 19th century textile industry at Lowell National Historical Park. They include inventions at Thomas Edison National Historic Site and medals and sculptures at an artist's home (Saint-Gaudens National Historic Site). Civil War military armaments and artifacts at Gettysburg National Military Park and collections as diverse as architectural fragments and portraits by the famous Peale family at Independence National Historic Site are in NPS history collections.

Additional examples include:

- Personal Items:
 - Frederick Douglass's top hat, Frederick Douglass National Historic Site
 - George Washington's dress sword, which he wore during his Inauguration, April 30, 1789, from Morristown National Historic Park
 - Ranch hand Jack Peters's cowboy boots (circa 1930), Grant-Kohrs Ranch National Historic Site
 - Joseph Hopkins's carpentry and blacksmithing tools, used by Hopkins to help construct the fort at Pipe Spring, 1870, Pipe Spring National Monument
- Historic Furnishings:
 - Mahogany furniture, antebellum era, from the collection of William Johnson, a free African-American, from Natchez National Historical Park
 - "Fruit case furniture" made from left-over and recycled wood, by Japanese Americans imprisoned in World War II internment camps, at Manzanar National Historic Site
 - The Lincoln Family's mahogany and horsehair upholstered sofa, Lincoln Home National Historic Site
- Religious artifacts:
 - The nineteenth century "Icon of St. Innocent of Irkutsk," in the Russian Bishop's House, Sitka National Historical Park
 - Eleanor Roosevelt's *Book of Common Prayer*, Eleanor Roosevelt

National Historic Site

- Vehicles:
 - Truck, “The Booker T. Washington Agricultural School on Wheels,” manufactured by the White Motor Company in 1930, at Tuskegee Institute National Historic Site
 - President Harry S Truman’s automobile, a 1972 Chrysler Newport Royal, still parked in the garage of the Truman Home at Harry S Truman National Historic Site
- Artwork
 - “Cathedral Rock, Yosemite,” Albert Bierstadt, 1870, oil on canvas, Marsh-Billings-Rockefeller National Historical Park
 - “Yellowstone Canyon, 1871,” Thomas Moran, watercolor, Yellowstone National Park

G. Natural History Collections

NPS natural history collections are diverse, including plant, animal, geological, and paleontological specimens associated with the lands that today are under NPS stewardship. NPS natural history collections are primarily specimens collected from within park boundaries. Because ecosystems, both living and fossil, and geological features extend beyond park boundaries, some specimens may originate outside park boundaries and be acquired by means other than field collection.

1. *Why does NPS collect and maintain natural history collections?*

The National Park Service maintains natural history collections primarily to voucher, or document, the presence of plants, animals, fossils, rocks and minerals in the park at a particular place and time. Researchers and resource managers use this information for science and resource management decisions. In addition, the results of the research and the specimens may be used in exhibits and as the basis for education and interpretive programs in parks. Natural history collections and their associated records, which are managed as archival collections, document the park’s natural environment—its geological history, current conditions, and changes over time. For example, the collections can be the basis for resource management decisions, such as eradication of an exotic or restoration of native species; or provide evidence of environmental change, such as in water or air quality; or document the occurrence of environmental toxins such as DDT or mercury.

For more information on collecting and natural resource management, see *Management Policies*, Chapter 4, Natural Resource Management, and *Reference Manual 77, Natural Resource Management*.

2. *How does NPS authorize the collection of natural history specimens and determine their*

Parks encourage and permit scientists to conduct research, including collecting specimens, to further the park mission of encouraging science and provide the scientific basis for resource management decisions. Specimen collection is governed by 36 CFR 2.5 (see *Museum Handbook*,

disposition?

Part II, Chapter 4, section VI) and the Research Permit and Reporting System (see <http://science.nature.nps.gov/research/ac/ResearchIndex>). Specimens collected on park lands and not consumed in analysis or otherwise destroyed are permanently retained, remain federal property, and become part of the park museum collection, as stated in the servicewide General Conditions for Scientific Research and Collecting Permit (General Conditions).

Superintendents may authorize park employees and non-NPS researchers to collect specimens in parks. Non-NPS researchers must have a permit. Both NPS and non-NPS researchers must comply with the General Conditions. Park curators are part of the permitting process, reviewing permit applications that involve specimen collection, including providing advice on where the specimens will be housed (in a NPS or non-NPS repository), and providing guidance to researchers on the collection, documentation, preparation and mounting, cataloging, and submission of specimens. Curators also manage loans of specimens to other institutions for research and repository purposes.

3. *What kinds of specimens are in NPS natural history collections?*

Typical specimens in NPS collections include but are not limited to:

- Biological Collections: vascular and non-vascular plant, fungus, insect, arachnid, other invertebrate (such as snail), reptile, amphibian, fish, bird, and mammal specimens.
- Geological Collections: rocks, minerals, surface process samples, and soils.
- Paleontological Collections: plant, animal, and trace fossils.

These collections are preserved using methods and conditions that vary from dry to fluid to low-temperature to microscopic. For additional information, refer to Appendix Q: Curatorial Care of Natural History Collections; Appendix T: Curatorial Care of Biological Collections; Appendix U: Curatorial Care of Paleontological and Geological Collections; and *Museum Handbook*, Part II, Appendix H, Natural History.

4. *Why are natural history collections important?*

Natural history collections provide:

- Baseline documentation over time for science, resource management and interpretation
- Vouchers for research, documenting the existence of a physical or biological component at a given place and time
- Holotype specimens used to formally describe a new taxon
- Specimens of special historical value
- Specimens indicating ecological condition
- Specimens that may be used for future destructive sampling

- Specimens that may be used in exhibits or interpretive and education programs
- Documentation of change in natural conditions over time and response of physical and biological components to that change
- Evidence of human-caused environmental changes (such as variations in land use patterns or road building) and response of physical and biological components to those changes
- Documentation of the effects of NPS management decisions
- Indication of gaps in knowledge of park natural resources

Natural history collections are integral to resource management, science, and education in the parks.

5. *What characterizes NPS biological collections?*

Park biological collections consist of Monera, Fungi, Plantae, Protista, and Animalia specimens, generally collected within park boundaries. Collections of plant, fungi, monera, and protista that are separately assembled and managed are called herbaria. Most parks have a herbarium as part of their museum collection.

The collections document the non-human biology of the park at a given time and place. When researchers make observations about the park environment, they often collect voucher specimens to vouch for, or testify to, their observations. If these specimens are not destroyed or consumed in analysis, they become part of the park's collection. NPS has an ongoing program to inventory and monitor living resources in the parks that generates many specimens for the museum collections. Parks may manage collections on site or off site in collaboration with another park, an NPS center, or a partner repository, such as a regional or university museum. Many park biological collections are on loan to partner repositories for management.

Over time, NPS biological collections can help document changes in the park environment and changes in species thus helping to inform park planning, natural resource management, cultural landscape management, and interpretive programs. For example, the Yosemite National Park collection has 50 specimens of the foothill yellow-legged frog, *Rana boylei*, which were collected in the 1930s by the Yosemite Field School. This frog has now been extirpated from the region (Hitchcock 1994).

Major park herbaria are listed in the Index Herbariorum, which the New York Botanical Garden maintains at <http://sciweb.nybg.org/science2/IndexHerbariorum.asp>. Such listing increases worldwide awareness of and access to park herbaria.

6. *What are some examples of NPS biological collections?*

Examples of biological collections include:

- pressed plants mounted on herbarium sheets

- specimens mounted on microscope slides (such as algae and pollen)
- seeds
- bones (osteological collections)
- eggs
- animal skins
- animal tissues or whole animals preserved in liquid
- mounted or freeze-dried animal specimens
- marine and fresh water shells
- insects mounted on pins
- casts of tracks and tunnels
- nests
- live strains of microorganisms, such as bacteria, fungi, and protozoa

Examples of park biological collections include:

- Herbarium at Yellowstone National Park
- Microbial strains developed from specimens from multiple park collections at a repository that makes them available for laboratory research (see <http://www.atcc.com/common/specialCollections/NPS.cfm>)
- Tree snail collection at Everglades National Park
- Specimens from Great Smoky Mountains National Park documenting the park's All Taxa Biodiversity Inventory

7. *What disciplines collect and study biological collections?*

The disciplines that study biological collections are many. The most common in parks are:

- Botany (plants)
- Entomology (insects)
- Herpetology (reptiles and amphibians)
- Ichthyology (fish)
- Limnology (study of inland waters, saline and fresh)
- Malacology (mollusks)

- Mammalogy (mammals)
- Ornithology (birds)

8. *What characterizes NPS geological collections?*

Geological specimens document the presence of geological materials and the processes that influenced them. For example, in a rock specimen, the mineral composition, structure and texture reveal the origin of the unit from which the specimen came (such as a granitic pluton). The surface may show the physical processes of its most recent history (such as glacial striations). Its chemical alteration may record the weathering process it has experienced through the breakdown of feldspars and oxidation and hydration of other minerals.

We can learn about a rock's	By looking at
Origin	Mineral composition
	Structure
	Texture
History	Physical processes, such as glacial striations
	Weathering processes, both mechanical and chemical, such as oxidation
Age	Direction and strength of the earth's magnetic field when it formed, breakdown of radioactive elements

Geological collections can include:

- rocks
 - igneous (volcanic rocks, such as obsidian, lava, and tephra; or intrusive rocks such as granite)
 - sedimentary (rocks formed by deposition via wind and water, such as shale, sandstone, limestone)
 - metamorphic (rocks transformed under heat and pressure, such as schist, gneiss, marble)
- mineral specimens (such as quartz, malachite, and calcite)
- surface process materials, such as evidence of desert varnish or glacial action
- ores (often associated with historical mines in parks)
- samples of cave formations
- soils

- building stone samples
- extraterrestrial materials, such as meteorites
- environmental samples (such as air and water)

Geological collections can inform park planning and development (for example, knowledge of rock types helps planners select sites for buildings); natural and cultural resources management (for example, a soil analysis may suggest reasons for the prehistoric abandonment of an archeological site); and interpretation.

9. *What are some examples of geological specimens in NPS collections?*

Examples of geological specimens in NPS collections include:

- Agate, chalcedony, and quartz specimens at Badlands National Park
- Sandstone and basalt specimens at Zion National Park
- Slate, quartz, and schist specimens at Bering Land Bridge National Preserve
- Calcite, gypsum, and limestone specimens at Mammoth Cave National Park
- Granite, marble, and ore sample specimens at Sequoia and Kings Canyon National Parks.

10. *What characterizes NPS paleontological collections?*

Paleontology specimens are fossils of plants and animals and naturally occurring tracks, impressions and casts. They record past life on earth. In addition, the collections often include human-made molds and casts of specimens. In size, fossils range from microscopic pollen and spores studied with scanning electron microscopes to dinosaurs 100 feet in length.

Although the primary NPS paleontological collections reflect the resources in parks that were established specifically for their paleontological significance, paleontological resources occur in parks throughout the system. NPS paleontological collections cover the entire span of geological time and represent all five kingdoms of life (Monera, Protista, Fungi, Plantae, and Animalia), but most park paleontological collections are identified as:

- vertebrates
- invertebrates
- plants

Fossils can be divided into two main categories—body fossils and trace fossils—as follows:

Body Fossils	Trace Fossils
Petrified wood Fossil bones Fossil plants Fossil tissue Fossil pollen	Tracks Trails Burrows Borings Gnaw or bite marks Casts Coprolites (fossilized feces)

11. *What are some examples of paleontological specimens in NPS collections?*

Examples of fossils in NPS collections include:

- Sauropod (the largest land animal) specimens at Dinosaur National Monument
- Fish at Fossil Butte National Monument
- Insects and leaves at Florissant Fossil Beds National Monument
- Fossilized logs at Petrified Forest National Park
- Camel, rhinoceros, and sloth specimens at John Day Fossil Beds National Monument
- Mastodon, saber-toothed cat, and horse specimens at Hagerman Fossil Beds National Monument
- Sponges, brachiopods, and trilobites at Guadalupe Mountains National Park

These examples illustrate the diversity of NPS paleontological collections. For additional information, refer to Appendix U: “Curatorial Care of Paleontological and Geological Collections.”

12. *What specialties are represented in the discipline of paleontology?*

The discipline of paleontology has several subdisciplines. For example:

- Paleobotany (the study of fossil plants)
- Vertebrate paleontology (the study of animals with backbones)
- Invertebrate paleontology (the study of animals without backbones)
- Palynology (the study of pollen and spores, both living and fossil)
- Paleoclimatology or paleoecology (the study of past climates and ecology)
- Ichnology (the study of fossil tracks, trails, and footprints)
- Micropaleontology (study of microscopic fossils)
- Taphonomy (study of the processes of decay, preservation, and the formation of fossils)

13. *How have park natural history collections developed over time?*

The development and organization of park natural history collections has reflected park needs related to interpretation and education, management, and research. The parks that were established primarily for their natural resources developed scientific collections early in their history. These nonrenewable collections document change in conditions, species, and habitat over time. For example, soon after Great Smoky Mountains National Park was established in 1934, the superintendent gave priority to forming a study collection to document park resources.

Many park naturalists (today's interpretive rangers) started collecting specimens for use in public education programs and those collections have subsequently become important for science and resource management. For example, at Everglades National Park, a Florida cougar skull, collected solely for exhibit in the 1960s, later became important for its scientific value in helping to resolve taxonomic questions regarding the description of the subspecies *Felis concolor coryi* (now *Puma concolor coryi*), (Hitchcock 1994). Although some park collections started around the turn of the century, many natural history collections were begun in the 1920s and 1930s. These collections now form important baseline data for the parks.

Park naturalists and associated researchers (primarily those with government agencies, universities, or large museums) have long collected specimens from parks. In many cases these collections pre-date the establishment of the park. For example, the Jepson Herbarium at the University of California, Berkeley, has early collections from Yosemite and Sequoia National Parks. Because research on park collections furthers the mission of the parks, parks welcome researchers and often assist with funding or in-kind contributions to the research effort.

14. *What has driven recent growth of NPS natural history collections?*

In the latter part of the 20th century, NPS became concerned that it lacked good documentation, vouchers, and results from the many research projects on park lands. These projects had collected important baseline data, yet parks often did not know where or how to access it. In response, NPS promulgated a new regulation that became effective April 30, 1984, requiring that all specimens collected in parks and retained in museum collections have NPS labels and be cataloged in the NPS National Catalog. This regulation and standardization of the permitting system in 2001 have contributed significantly to the ability of parks to track and use research information and specimens, whether the collections and associated records are managed at the park, at another park or NPS center, or on loan to a non-NPS repository, such as a university or a natural history museum.

In 2000, under the Natural Resource Challenge, NPS initiated the NPS Inventory and Monitoring Program to provide NPS managers with the information and expertise needed to maintain ecosystem integrity. For example, NPS scientists are currently conducting baseline inventories of basic biological and geophysical natural resources for all natural resource parks. These inventories result in collections of both specimens and corresponding data, in various forms. This initiative has accelerated the growth of park natural history collections. Currently, natural history collections represent two percent of the total NPS museum collections.

15. *What determines how NPS natural history collections are used?*

Collections use depends on:

- available documentation and access venues, such as ANCS+, Web Catalog, Index Herbariorum
 - the specimens or parts available
 - available expertise
 - methods of preservation
 - preservation quality
-

H. Introduction to NPS Museum Collections Management

1. *What are the main elements of NPS Museum Collections Management?*

Collections management is a process, not a product. It is a systematic approach to the proper documentation, preservation and use of museum objects—one that allows for public and research access while at the same time providing preventive care and long-term stewardship of these resources.

Collections management includes any activity associated with the acquisition, accountability, documentation, conservation, protection, disposition, and use of museum objects. It involves:

- assessing and prioritizing both short and long-term curatorial needs
- effective short-term and long-range planning to address those needs
- carrying out the daily activities necessary to properly care for the collection

The goal of collections management is to make museum collections available for exhibit and research use while simultaneously preserving them for future generations.

2. *What policy guidance is available on managing NPS museum collections?*

The following documents, which are available at <http://data2.itc.nps.gov/npspolicy/index.cfm>, provide guidance that is particularly relevant to NPS museum collections.

- *Management Policies*—key chapter citations are
 - 3. Land Protection (specifically 3.3 Land Protection Plans)
 - 4. Natural Resource Management (especially 4.2 Studies and Collections [all sections]; 4.8.2.1 Paleontological Resources and Their Contexts)

- 5. Cultural Resource Management
 - 7. Interpretation and Education (especially 7.3.2 Non-personal Services; 7.5.5 Consultation; 7.5.7 Historic Weapons)
 - 8. Use of the Parks (especially 8.6 Special Park Uses; 8.10 Natural and Cultural Studies Research and Collection Activities; 8.11.3 Independent and Commercial Studies)
 - 9. Park Facilities (especially 9.3.1.3 Visitor Centers; 9.4.2 Museum Collections Management Facilities)
 - 10. Commercial Visitor Services (specifically 10.2.4.9 Natural and Cultural Resource Management Requirements; 10.2.4.6 Artifacts and Specimens)
- Director’s Order #6: Interpretation and Education
 - Director’s Order #19: Records Management
 - Director’s Order #20: Agreements
 - Director’s Order #21: Donations and Fundraising
 - Director’s Order #24: NPS Museum Collections Management (DO #24)
 - Director’s Order #28: Cultural Resource Management
 - Director’s Order #28A: Archeology
 - Director’s Order #28C: Oral History
 - Director’s Order #29: Ethnography Program (in process)
 - Director’s Order #44: Personal Property Management
 - Director’s Order #53: Special Park Uses
 - Director’s Order #58: Structural Fire Management
 - Director’s Order #84: Library Management (in process)
 - Records Disposition Schedule and *Records Management Handbook*
 - NPS-28 *Cultural Resource Management Guideline*
 - *Museum Handbook*, Parts I-III
 - *Property Management Handbook*
 - *Reference Manual 77: Natural Resource Management*

3. *What are the levels of responsibility for NPS collections management?*

Every park with a museum collection is part of the larger NPS museum system. Although responsibility for managing these collections is shared among the Washington Office, the regional offices, parks, centers, and park partners, the superintendent is the accountable official for the park's museum collections regardless of the location of the collection. All individuals with responsibility for museum collections must follow the Code of Ethics (see *Museum Handbook*, Part I, Appendix D).

4. *What are the museum management responsibilities of the Washington Office?*

As described in DO #24, the Associate Director, Cultural Resources, with the assistance of the Chief Curator and the Park Museum Management Program, has the following responsibilities:

- Develop and oversee policies and procedures for NPS museum collections.
- Develop, issue, and periodically update the *NPS Museum Handbook*.
- Develop strategic plans and goals to improve and maintain the management of NPS museum collections servicewide.
- Maintain the National Catalog of Museum Objects and its automated version, ANCS+ (and its successor).
- Maintain, analyze, and report on annual data that parks, centers, and regions, submit including:
 - Collections Management Report
 - NPS Checklist for Preservation and Protection of Museum Collections
 - Annual Inventory of Museum Property
 - Funding distributions and accomplishments
- Research products and facilitate park and center acquisition and use of appropriate supplies, forms, equipment, and technologies for management of museum collections.
- Develop and coordinate servicewide initiatives and funding to improve museum management.
- Publicize and disseminate technical information on museum management, such as the *Conserve O Gram* series.
- Develop and maintain access to servicewide information about NPS museum collections through various media, including ANCS+ and the Web.
- Evaluate and coordinate servicewide professional competencies and training needs and develop strategies, guidelines, and curricula to meet those needs. Coordinate training to address new technologies,

programs, and initiatives.

- Review draft park plans that receive WASO review, such as General Management Plans, for appropriate coverage of museum management.
- Provide technical assistance and advice to park and center managers regarding museum collections management.

5. *What are the museum management responsibilities of the Regional Offices?*

As described in DO #24, regional directors, assisted by the regional curator and other museum management staff, have the following responsibilities:

- Conduct plan and performance reviews to ensure that superintendents and center managers meet their responsibilities to manage museum collections according to NPS requirements.
- Provide technical assistance and advice to park and center managers regarding museum collections management.
- Evaluate museum management staffing and training needs, and develop and provide training to park and center staff.
- Develop plans and set priorities (including funding priorities) for managing museum collections based on all approved planning documents and information provided through servicewide reports and requirements.
- Review park and center annual inventories, take any necessary corrective actions, and annually certify to the Associate Director, Cultural Resources, that parks and centers have completed their annual inventories.
- Approve destructive analysis and consumptive use of museum collections. After careful review, if the benefits can be clearly shown to outweigh the resulting or potential damage or loss, the Regional Director may approve destructive analysis of rare or highly significant objects, specimens, and archival items, and consumptive use of museum collections.
- Grant exceptions to the unconditional gift policy on a rare and case-by-case basis, when justified.

6. *What are the museum management responsibilities of the parks and centers?*

As described in DO #24, park superintendents, center managers, and others who manage collections (with the assistance of the curator and other museum management staff) have the following responsibilities. See DO #24 for additional detail and submission and reporting requirements.

- Meet the museum management standards and follow the procedures outlined in the *NPS Museum Handbook*.

- Provide ongoing funding for recurring museum management functions.
- Identify, prioritize, and correct preservation, protection, documentation, and access and use deficiencies, including programming for funding to correct such deficiencies.
- Complete Project Management Information System (PMIS) project statements that identify all preservation, protection, documentation, access, and use needs.
- Evaluate and address museum management staffing and training needs according to established personnel qualifications standards and servicewide professional competencies.
- Approve and keep current a Scope of Collection Statement. Ensure acquisitions are consistent with the Scope of Collection Statement and deaccession those objects that are inconsistent with the statement.
- Approve, keep current, and implement the following plans:
 - Collection Management Plan
 - Housekeeping Plan
 - Integrated Pest Management Plan
 - Museum Collections Emergency Operations Plan (part of the park's Emergency Operations Plan)
- Ensure that staff is practiced and prepared for emergency response.
- Prepare a job hazard analysis for all museum jobs that have an associated history of injury, illness, or death; or that require the use of personal protection equipment; or that involve activities that are clearly dangerous.
- Monitor and record information about the environment in spaces housing collections and manage the environment to maximize preservation and complete Collection Condition Surveys, as needed.
- Accession collections upon acquisition to establish basic accountability.
- Catalog collections immediately following acquisition, or program to catalog them in the near future.
- Survey, appraise, rehouse, arrange, and describe archival and manuscript collections and prepare finding aids. Develop park archival duplication and reference procedures.
- Maintain a complete and current backup of all electronic accession

and catalog records at a second, separate location. Submit a complete annual backup to the National Catalog in Harpers Ferry, WV.

- Accept only unconditional gifts and bequests and obtain applicable copyrights and releases with acquisitions.
- Require all project budgets to include funding for the preparation, documentation and initial storage of collections that are project-generated.
- Add collections made through systematic research to the museum collection. As appropriate, lend these collections for exhibit, research, conservation, and other approved uses.
- Annually complete the following reports:
 - Collections Management Report
 - Annual Inventory of Museum Property
 - NPS Checklist for Preservation and Protection of Museum Collections
- Document treatment of collections, and record that information in ANCS+.
- Promote access to cataloged collections for research and interpretive purposes through a variety of means, such as exhibits, interpretive programs, loans, publications, Web exhibits, and the Web Catalog. Post finding aids and repository level-guides for archival collections in the National Union Catalog of Manuscript Collections (NUCMC).
- Ensure that access and use are consistent with all laws and NPS policies.
- Document access and use of collections.
- Consult with affiliated groups in managing collections, including Native American groups when managing collections subject to the Native American Graves Protection and Repatriation Act.
- Manage objects to preserve their condition, including using reproductions when originals may be damaged by use. When appropriate, approve destructive analysis, except for rare or highly significant items.
- Exhibit collections according to an approved exhibit plan, accompanied by maintenance instructions. Ensure that all exhibits meet the standards in the NPS Checklist for Preservation and Protection of Museum Collections.
- Document furnishings that are exhibited in their associated historic structures with an approved Historic Furnishings Report. Consider the

preservation requirements of both objects and historic structures when objects are on exhibit or in storage in historic structures.

- Never exhibit Native American human remains or photographs, drawings or renderings, or casts of the remains. Exhibit non-Native American human remains and photographs, drawings or renderings, or casts of the remains only in consultation with traditionally associated groups.
- Ensure that approved museum plans are entered in the Cultural Resource Management Bibliography (CRBIB).

7. *What additional roles do the servicewide centers have?*

The **Harpers Ferry Center** (HFC) coordinates the planning, design, production, and rehabilitation of museum exhibits and exhibits of historic furnishings. It also coordinates publications, wayside exhibits, and audiovisual programs. It provides conservation services for exhibit production and, on a reimbursable basis, provides other conservation services for parks, such as collection condition surveys, advising on environmental conditions and storage techniques, providing treatments, and training park staff in preventive conservation. Other services are interpretive planning, audiovisual equipment repair, graphics research, replacement of wayside exhibits, and the revision and reprinting of publications. The center also maintains the NPS history collection with documents, photographs and objects representing NPS administrative history. See <http://www.nps.gov/hfc/>.

The **Denver Service Center** (DSC) provides major planning, design, and construction services to parks, regions, architecture/engineering firms, and other partners. DSC provides these services jointly with private industry. DSC's projects are worldwide—ranging from designing a mass transit system in Zion National Park in Utah, to planning and designing the FDR Memorial in Washington, DC, to assisting Sri Lanka and other countries with their emerging park systems.

I. Planning for Park Museum Collections

1. *What general park plans are relevant to planning for park museum collections?*

The following integrated planning framework, as described in *Management Policies*, Chapter 2, guides park decisions and management.

- Foundation Statement
- General Management Plan
- Program Management Plans
- Strategic Plans
- Implementation Plans
- Annual Performance Plans and Reports

2. *What does the Foundation*

The Foundation statement is a succinct statement describing the park

- Statement say about the museum collection?*
- purpose, significance, fundamental resources (including the museum collection) and values, and primary interpretive themes. It is based on the park's establishing legislation or Presidential Proclamation.
3. *How does the General Management Plan relate to the museum collection?*
- The General Management Plan (GMP) is a park's primary planning document. It sets the long-term goals for the park based on the Foundation Statement. It clearly defines the desired natural and cultural resource conditions, including the museum collection, the conditions necessary to support the desired visitor use, and the management actions and standards to maintain these conditions. The management prescriptions identified in a park's General Management Plan are applied parkwide by resource topic and by specific geographic area as a management zone. All subsequent park planning documents flow from the GMP.
4. *What program management plans are specific to the museum collections?*
- Program management plans describe program-specific measures or strategies to achieve and maintain the desired resource conditions and visitor experiences. Program-specific plans that address museum collections documentation, preservation, access, and/or use include but are not limited to:
- Scope of Collection Statement
 - Collection Management Plan
 - Park Resource Stewardship Plan
 - Comprehensive Interpretive Plan
5. *How does the park Strategic Plan address museum collections?*
- Strategic planning addresses performance management and accountability. NPS policies require that the National Park Service as a whole, and every park, program, and central office have its own strategic plan.
- A park's strategic plan is based on the park's mission goals, GMP, and the NPS and Department of the Interior strategic plans.
- The two servicewide goals that measure performance specific to museum collections are:
- Ia6 Museum Collections: Percentage of preservation and protection standards for park museum collections met
 - Ib2D Museum objects cataloged
- All parks with museum collections must include these servicewide goals in their strategic plans. Parks may include additional park-specific goals related to their museum collections.
6. *What is an implementation plan for*
- An implementation plan focuses on activities and projects needed to achieve the desired conditions identified in the GMP, strategic plan, and

museum collections?

program management plan. Examples of implementation plans for museum collections include:

- Collection Management Plan
- Housekeeping Plan
- Museum Emergency Operations Plan
- Integrated Pest Management Plan
- Collection Condition Survey
- Historic Furnishings Report
- Exhibit Plan
- Museum Security Survey
- Museum Fire Protection Survey
- Storage Plan

Implementation plans may also be project-specific plans, such as a plan to catalog the backlog of uncataloged collections, or a plan to install data loggers in all museum spaces.

7. *What are Annual Performance Plans and Reports?*

Each park prepares an Annual Performance Plan that is tied to its Strategic Plan. The Annual Performance Plan includes:

- Annual goals (the outcomes expected to be achieved). For example: “In FY2007, the park will catalog 2000 geology specimens.”
- An annual work plan, which allocates budget and personnel needed to accomplish the work.

Each park also prepares an Annual Performance Report that documents progress in meeting the annual goals.

8. *What are the requirements for museum-specific planning documents?*

DO #24 requires all parks to have the following planning documents specific to museum collections:

- Scope of Collection Statement (SOCS). The SOCS is a stand-alone museum planning document that succinctly defines the scope of the park’s museum collection holdings at the present and for the future. The SOCS derives from the park’s mission, as well as laws and regulations mandating the preservation of collections. See Chapter 2: Scope of Museum Collections for additional information.
- Collection Management Plan (CMP). All parks must have an up-to-date, approved, and implemented Collection Management Plan (CMP). A park’s CMP:

- evaluates issues of preserving, protecting (including security and fire protection), documenting, accessing, and using collections.
 - addresses issues specific to archival and manuscript collections (appraising, arranging, describing, producing finding aids, and providing reference and duplication services).
 - proposes a strategy to address the issues, including staffing and cost estimates.
- Housekeeping Plan. Every space that houses museum collections must have an approved, current, and operational Housekeeping Plan. A current Housekeeping Plan that the staff consistently follows ensures that housekeeping routines are sensitive to museum collections preservation needs.
 - Museum Emergency Operations Plan (MEOP). Parks must have an operational, approved, and current MEOP. The MEOP is part of the park's Emergency Operations Plan (EOP). The MEOP identifies:
 - museum collection vulnerabilities to events (such as fire, earthquakes, and floods)
 - responses that will protect resources without endangering human health and safety
 - strategies to implement appropriate pre-plans and carry out scheduled and unscheduled drills, exercises, briefings/meetings, and training opportunities to ensure that all park employees are prepared for emergency response

For additional information, refer to Chapter 10: Emergency Planning, *Conserve O Grams 21/9 – 21/11*, and the National Fire Protection Association's publication *NFPA 1600: Standard for Disaster/Emergency Management and Business Continuity Programs*.

- Museum Integrated Pest Management Plan (IPM Plan). Parks must have an approved, current, and implemented IPM Plan that specifically addresses the museum collections. The museum IPM Plan can be either a stand-alone document or part of the recognized parkwide IPM program.
- Collection Condition Survey. DO #24 requires parks to monitor and record information about the environment in spaces housing collections, manage the environment to maximize preservation, and complete Collection Condition Surveys (CCS), as needed, to assess conditions in spaces housing museum collections.
- Historic Furnishings Report (HFR). The HFR documents furnishings exhibited in associated historic structures. The HFR documents the history of a structure's use and interior appearance, and, if appropriate, provides a plan for recreating and/or maintaining the

historic interior. The furnishings plan addresses interpretive objectives, operating plans that include recommendations for staffing and visitor circulation, and detailed plans for furnishing. Guidelines for furnishings installation and maintenance are included. The HFR must consider the preservation requirements of both objects and historic structures.

- Exhibit Plan. The Exhibit Plan provides the label copy and detailed design and construction plans. It must also address the preservation and security needs of exhibited objects. The plan and design must include specifications for environmental needs (for example, relative humidity, temperature, light, and dust control), security, and access to exhibit cases for maintenance and management. The plan ensures that all exhibits meet the standards in the Museum Checklist.

Other museum-specific plans that are included as a standard on the Museum Checklist are:

- Museum Security Survey. All parks must implement a Museum Security Survey and ensure that it remains current. It can be either a stand-alone document or part of a parkwide security survey. The regional curator and park chief ranger may assist in arranging for this specialized survey. See Chapter 9: Security and Fire Protection, for more information.
- Museum Fire Protection Survey. All parks must implement a Museum Fire Protection Survey and ensure that it remains current. It may be a stand-alone document or part of a parkwide fire protection survey. *Reference Manual 58: Structural Fire Management*, requires annual fire inspections of all NPS structures. Annual inspections do not assess the structure with the same level of detail as a complete fire protection survey; however, the annual inspections are an important part of the National Park Service's ongoing fire prevention and safety efforts. Consult the park structural fire coordinator, regional curator, and regional structural fire management officer for assistance. See Chapter 9: Security and Fire Protection, for more information.
- Collection Storage Plan. The park may require a stand-alone Collection Storage Plan (CSP) if this need has been identified on the park's Museum Checklist, in consultation with the regional curator. Not all parks need a CSP, as the Collection Management Plan addresses museum storage issues.

9. *Are there any other park planning documents that may impact museum collections?*

Yes, there are a number of other park program management and implementation plans that may impact museum operations. Examples include:

- Development Concept Plan (for the development of facilities)
- Vital Signs Network Monitoring Plan
- Fire Management Plan

- Cultural Landscape Report
- Historic Structure Report
- Archeological Overview and Assessment
- Ethnobotanical Study
- Other resource management plans

Many park planning efforts, when implemented, may impact museum operations. For example archeological compliance preliminary to or during construction may generate new objects and associated records; the construction of new facilities may provide space for museum operations; and the installation of new exhibits may increase visitation and staff responsibilities. Other park initiatives may similarly impact museum operations.

Effective communication is vital. So that you won't have any surprises (such as large unexpected accessions from park construction work, field projects, or upcoming exhibits planned around objects that aren't in the park's collection), be sure to keep inter-divisional lines of communication open. Involve other divisions in museum planning efforts. Likewise, make curatorial staff available to contribute to other planning efforts.

Planning teams composed of individuals with varied jobs, backgrounds, experience, and skill sets help to ensure that the team considers multiple perspectives, strategies, and methods and delivers an appropriate, well-considered product.

J. Ethics, Standards and Professional Associations

Professional associations have played an important role in the NPS museum program from its inception. Non-NPS museum professionals helped to create the vision for NPS museums (see sections C.2 and C.3) and professional associations and their members have provided ongoing support and guidance to NPS museums. Professional associations establish ethical guidance and standards that guide the actions and decisions of all museum employees, volunteers and board members. The associations offer training, publications, Web sites, conferences and professional development opportunities and work with government and foundations to gain recognition and funding for museums. The American Association of Museums (AAM) operates an accreditation program for museums in which the NPS participates (see *Museum Handbook*, Part I, Appendix B). NPS museum professionals have individual memberships in national and regional professional museum associations and support their associations by serving on councils and committees, presenting papers at conferences, and contributing to publications.

1. *What standards of ethical conduct apply to NPS museum professionals?*

As Federal employees, NPS museum professionals look first to the Standards of Ethical Conduct for Employees of the Executive Branch (5 CFR 2635), Employee Responsibilities and Conduct (43 CFR 20), the Supplemental Standards of Ethical Conduct for Employees of the

Department of the Interior (5 CFR 3501), and the criminal conflict of interest statutes (18 USC 201, 203, 205, 207-209) for guidance. The Code of Ethics for NPS Museums (see *Museum Handbook*, Part I, Appendix D) guides the decisions of employees and volunteers who manage NPS museum collections and museum functions. In addition, NPS employees with museum responsibilities are guided by the codes of ethics of professional associations, such as the Society of American Archivists and American Institute for Conservation. See a list of professional organizations and applicable codes of ethics in Appendix D, section D. As civil servants NPS employees work for and are responsible to the American public and have an obligation to act according to the law and the highest ethical standards.

2. *What other professional museum standards apply to NPS museums?*

Museum-related guidance in *Management Policies*, Director's Orders and related reference manuals, and the *NPS Museum Handbook* provides NPS staff with standards and procedures for preservation, protection, documentation, and access to and use of NPS collections. These documents adopt and promulgate the generally accepted standards of the museum profession, and, in some cases, incorporate the codes of ethics of other organizations by reference. The *Museum Handbook* provides guidance on and reference to the code of ethics, standards, and required and recommended procedures that employees and volunteers with responsibility for NPS museum collections follow. Each chapter and appendix contains a selected bibliography.

Park planning documents (see section I) provide park-specific guidance for management of the museum collections, consistent with professional standards and NPS standards and procedures. An up-to-date CMP provides information on the collection's current status, recommendations for improvements, prioritization strategies, and suggestions concerning long-range and short-term planning, programming, funding, and training. If the CMP is out-of-date, note this deficiency on the Museum Checklist, prepare a PMIS Project Statement to fund this work, and coordinate with the regional curator.

If the park's CMP is out-of-date, ask the regional curator to provide a recent example from another park. Use that document to gain ideas for the park's museum program.

3. *How can the park and I benefit from what professional associations offer?*

NPS parks and offices may be institutional members of professional associations and NPS museum employees may be individual members. Membership establishes a lasting partnership that serves to enhance the mission, goals, and operations of the museum and the career of the individual. Professional associations provide not only codes of ethics and standards, but opportunities for growth, inspiration for change, and guidance and support in challenging situations. Each association has a different focus. You will need to decide which associations best match the park's and your needs.

Selected professional museum-related associations are described below. Additional associations and contact information are in Appendix D, NPS Code of Ethics.

- **American Association for State and Local History** - The American Association for State and Local History (AASLH) is a national non-profit organization that serves organizations and people who work to preserve and interpret history, including historical societies, museums, historic sites, parks, libraries, archives, historic preservation organizations, and schools and colleges. The association has adopted and published the “AASLH Statement of Professional Ethics.” Publications include a quarterly magazine, *History News*, and a monthly newsletter, *Dispatch*. The association produces and sells publications and educational materials (such as books, technical leaflets, reports, and video programs) on the documentation, preservation, and interpretation of history, including the care and conservation of museum objects. The association sponsors seminars, workshops, and an annual meeting.

Contact: American Association for State and Local History
1717 Church Street
Nashville, TN 37203
(615) 320-3203
www.aaslh.org

- **American Association of Museums** - The American Association of Museums (AAM), founded in 1906, addresses the concerns of the country's museum community. The association represents art and natural history museums, zoos, botanical gardens, arboretums, planetariums, science and technology centers, nature centers, children's museums, and history museums, historic sites, and historical societies. Members include museum directors, curators, registrars, educators, marketing and development directors, public relations personnel, and others. It offers institutional, individual, and commercial memberships.

The AAM's Accreditation Program (see *Museum Handbook*, Part I, Appendix B) is a leader in establishing professional standards for museums and museum professionals. Publications include a bi-monthly journal, *Museum News*, and a monthly newsletter *Aviso*. The AAM bookstore stocks publications that address topics such as collections management, museum ethics, conservation, marketing, and fundraising. The association holds an annual meeting.

Contact: American Association of Museums
1575 Eye Street, NW, Suite 400
Washington, DC 20005
(202) 289-1818
<http://www.aam-us.org>

- **American Institute for Conservation of Historic and Artistic Works** - The American Institute for Conservation of Historic and Artistic Works (AIC) addresses the concerns of the conservation profession. Members include conservators who practice in all of the material specialties (such as, paintings, books and paper, textiles, wood, photographic materials, architecture, electronic media, and

objects of leather, ceramic, glass, metal, and stone) and conservation scientists. Librarians, archivists, and curators may also be members. This organization has adopted and published the “AIC Code of Ethics and Guidelines for Practice” for the conservation profession in the United States. Publications include the *Journal of the American Institute for Conservation* (published three times a year) and the bimonthly newsletter, *AIC News*. The newsletter includes information from the various specialties, health and safety updates, preventive conservation information, and a list of conferences, courses, and seminars. The association sponsors an annual meeting, including a pre-meeting workshop. The association also publishes an annual directory of its membership. It offers institutional and individual memberships.

Contact: American Institute for Conservation of Historic and Artistic Works
1717 K Street, NW, Suite 200
Washington, DC 20006
(202) 452-9545
<http://aic.stanford.edu/>

- **Society of American Archivists** - The Society of American Archivists (SAA), founded in 1936, promotes the preservation and use of archival materials (such as, documents, manuscripts, films, maps, photographs, sound recordings, and machine-readable records). This organization provides a wide range of educational workshops, maintains an active publications program, and promotes cooperation, growth, and development in the archival field. The society has adopted and published “A Code of Ethics for Archivists with Commentary.” Publications include a semi-annual journal, *American Archivist*, and a bimonthly newsletter, *Archival Outlook*. The SAA’s publication program offers basic manuals on the arrangement, description, access, conservation and care, and exhibition of archival collections. The society sponsors an annual meeting. It offers institutional and individual memberships.

Contact: Society of American Archivists
527 South Wells Street, 5th Floor
Chicago, IL 60607
(312) 922-0140
<http://www.archivists.org>

- **Society for the Preservation of Natural History Collections** - The Society for the Preservation of Natural History Collections (SPNHC) represents the interests of natural history collections and the people associated with the management and care of these collections. Membership includes individuals from the fields of anthropology, botany, geology, paleontology, zoology and others interested in the development and preservation of natural history collections. Publications include a journal, *Collection Forum*, a newsletter, *SPNHC Newsletter*, and the “Guidelines for Care of Natural History Collections.” The journal, published twice a year, provides up-to-date technical and documentary information on the care of natural history

collections. The society conducts annual meetings that include formal presentations and workshops. It offers individual, library, and institutional (associate/corporate) memberships.

Contact: Society for the Preservation of Natural History
Collections
PO Box 797
Washington, DC 20044
(202) 786-2426
<http://www.spnhc.org>

- **International Council of Museums** - The International Council of Museums (ICOM) is an international non-governmental organization (NGO) which is "...committed to the conservation, continuation and communication to society of the world's natural and cultural heritage, present and future, tangible and intangible," (2004). ICOM is affiliated with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and carries out part of UNESCO's program for museums.

ICOM initiatives include: "...professional cooperation and exchange, dissemination of knowledge and raising public awareness of museums, training of personnel, advancement of professional standards, elaboration and promotion of professional ethics, [and] preservation of heritage and combating the illicit traffic in cultural property," (2004).

To raise global awareness of museum issues, ICOM sponsors "International Museum Day" each May 18. The organization has adopted the "ICOM Code of Ethics for Museums." It offers institutional and individual memberships.

Contact: ICOM Secretariat
Maison de l'UNESCO
1, rue Miollis
75732 Paris Cedex 15
France
Tel: 011+33 (0) 1 47.34.05.00
<http://icom.museum>

- **State and Regional Museum Associations** - Regional museum organizations are good resources for professional standards, training, and networking. Many states have statewide museum associations as well. The American Association of Museums has six affiliated regional museum associations (see <http://www.aam-us.org/aboutaam/councils/region/index.cfm>). Consult the NPS regional curator for additional information on such organizations serving your area.

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