



# Nez Perce National Historical Park

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## Museum Management Plan

Cultural Resources  
Pacific West Region  
August 2005



# Nez Perce National Historical Park Museum Management Planning Team

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**Department of the Interior  
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Pacific West Region  
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*Recommended by:*

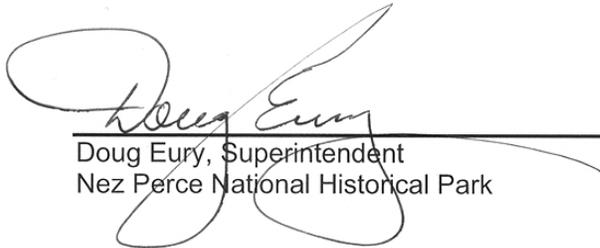


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# Executive Summary

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The Museum Management Plan for Nez Perce National Historical Park identifies a series of collections management, program, and exhibit issues facing the park, and presents a series of recommendations to address them. This plan was developed in full cooperation with the staff responsible for managing these resources at the park, and with partners from the tribe.

While the museum management program has developed quickly over the past ten years, some basic work on accessions documentation is still required. However, the program is ready to take the next step in its evolution to a research center operation. With world class collections available, this is a step to be encouraged, but the movement must be holistic, and involve all elements of the combined collections. This movement would also be improved by centralized organization and professional management of park records. Strategic planning and programming are also necessary to support successful research center development. While the park currently enjoys excellent relations with the Nez Perce tribe, these could be improved by proactive recruiting, employment, and training for key positions in park management. The tribe is also keenly interested in developing closer ties with the material in the collections, and is actively encouraging the park to pursue a much more aggressive exhibit schedule. Opportunities such as the very successful *Sapatq'ayn* exhibit a number of years ago need to be explored. Park level policies need to be developed that will both allow and encourage closer ties between the Nez Perce people and the materials in the collections.

This plan calls for a number of actions intended to assist the orderly development of the combined collections management program and lift it to the next stage. As a result, it should encourage the collections management program to achieve the potential inherent in these world class resources.

## Key Recommendations:

- Assure accountability by reconciliation of accession and catalogue records.
- Integrate museum collections management with archives and library operations to expand the research center concept.
- Aggressively pursue opportunities to expand exhibits and associated programs in more meaningful ways.
- Institute park records management training and the logical movement of records and materials to the park archives.
- Explore Nez Perce tribal member employment opportunities within park resource management program.
- Develop a five-year Strategic Plan for the combined research center.
- Assertively program for additional funds and positions to adequately staff and operate the research center.
- Continue to develop and expand cooperative programs and ventures between the park and the Nez Perce communities.

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# Introduction

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The Museum Management Plan (MMP) replaces the Collection Management Plan (CMP) referred to in the National Park Service publications, *Outline for Planning Requirements, DO#28: Cultural Resources Management*, and the *NPS Museum Handbook* (Part I).

A CMP was prepared for the park in 1994; this document provided technical guidance for the developmental phase of the park archives, library, and museum collections. Since the CMP's development, the park museum program has matured and has assumed a leadership role in providing a research base for inquiries into Nez Perce history.

The MMP recognizes that specific directions for the technical aspects of archival and collections management exist within the *NPS Museum Handbook* series. The MMP does not, therefore, duplicate the available information. Instead, the MMP places museum operations in a holistic context within park operations by focusing on how the park's museum program may be used by park staff, the Nez Perce tribe, and researchers to support the parks mission. Recognizing that there are many different ways in which archives, libraries, and museum collections may be organized, linked, and used within individual parks, this plan provides park-specific advice on how this may be accomplished. Where required, technical recommendations not covered in the *NPS Museum Handbook* will appear as appendices in this plan.

Prior to the site visit by the museum management planning team (MMP team), park personnel were surveyed to collect baseline data concerning archival and museum collections, the library, and related services needed by the staff. This information allowed the team to make a quick evaluation of many issues relating to these operations. The survey also provided insights into ways in which a well designed museum management

program might address the needs of the park staff. The results of this survey are contained in Appendix A.

Members of the MMP team were selected for their ability to address the specific needs and concerns of the park. Primary information gathering and the initial draft was developed over a two week period in May, 2005. Various supporting elements were developed at the same time.

The MMP team wishes to thank the staff of Nez Perce National Historical Park for the courtesy, consideration, and cooperation extended during this planning effort, in particular Bob Chenoweth, Robert Applegate, and Jason Lyon. In addition, the MMP team would like to express appreciation to the Nez Perce tribe's Cultural Resource Management Office for allowing Nakia Williamson to serve as an MMP team member. His insight, knowledge, and understanding of the Nez Perce customs and culture greatly enhanced and expanded MMP team's appreciation of the tribe's heritage and culture. The time, effort, and involvement by these individuals and other park staff is very much appreciated, and made the MMP team's job much easier. It is apparent that these individuals are dedicated and committed to the preservation and enhancement of the park resources, and the interpretation of those resources to the public. It is a pleasure to work with such professionals.

# History of Collection Management

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## Park Establishment

Nez Perce National Historical Park (NEPE) was established in 1965. The year before, in anticipation of the establishment of the park, the Nez Perce tribe purchased the inventory of the Watson's Store, and the Spalding Museum Foundation purchased the Sacajawea Museum Collection from the Evans family. These collections became the first museum objects acquired by NEPE. However, it would be many years before the park would be able to establish a professional collections management program. The lack of proper storage facilities and professional staffing would leave a troubling legacy for those that would follow. Even after the establishment of the park and the acquisition of the first artifacts, collections management did not go beyond storage of artifacts until the mid 1970s.

In 1971, Vera I. Rydryck, a Lewiston resident and wife of W.C. Kirby, offered to sell part of the collection she and Kirby had gathered between 1929 and 1941. They operated a store and the Kirby Idaho Museum; the material offered represented about half of what they had accumulated, the remainder having gone to Rydryck's daughter. The NPS was able to purchase this collection of 212 artifacts (according to the accession records) in June of that year.

The park contracted with Joel Bernstein, an instructor at the University of Montana, to catalog artifacts and records at the park in 1974. Bernstein cataloged about 4000 thousand artifacts to what would be considered registration level by today's standards. He was not an expert on Plateau material culture, so much of it was either not correctly identified or the descriptions contained only the sparsest detail. It was, however, the first effort to document material under the park's control.

In 1977, Stephen D. Shawley was hired as the park's first staff curator. Shawley had a BA in anthropology and had been hired the year before to redo some of the work undertaken by Bernstein. However, much of Bernstein's work was not corrected and this remains a concern since the information on the old records has not been transferred to the ANCS system, and it cannot be transferred until the items are re-cataloged.

Shawley became involved in the process of planning and installing exhibits in Watson's Store and in planning for exhibits in the new park visitor center. As problems developed, both in the exhibits area and in records management, he was relieved of these duties. The following account is from Catton, 1996, *Administrative History*:

Shawley got into serious trouble as he resumed the task of cataloguing. During the period that the visitor center was under development, he had neglected his cataloguing duties and had allowed some of the collections to become mixed together. Other collections lacked adequate documentation to show whether the Park Service had acquired them by purchase or loan. By the end of 1981, Shawley had catalogued 700 objects and had properly completed 500 museum cards, while consigning numerous other items to museum clearinghouse lists. This headway notwithstanding, Superintendent Whitaker could only describe the park's museum records as a "quagmire." Whitaker was increasingly concerned about Shawley's job performance. Indeed, as the large backlog of curatorial work festered, Whitaker's trust in Shawley's professional integrity eroded. When one notable item disappeared and then reappeared, it raised suspicions. Shawley's former professor, Dr. Roderick Sprague, confided to Whitaker that he had concerns about Shawley occupying such an official position. In Sprague's estimation, Shawley had approached the study of anthropology at the University of Idaho from the perspective of a dealer, specializing too early in his hobby interest of Nez Perce material culture. The son of missionaries, Shawley had grown up with Nez Perce Indians and had a firsthand knowledge of their traditional material culture. As park curator, he had maintained his contacts with dealers of Indian artifacts. He was secretive and tended to treat the park collection as his own. [269] This raised the issue of whether Shawley possessed proper credentials to be a park museum curator. Professional standards for museum curation in the national park system changed significantly during the 1970s and 1980s; what had once been a field dominated by collectors was becoming more and more a field for the specialist with formal training in

museology. [270] Shawley's background was no longer a good fit with the Park Service.

It took an additional two years for Whitaker to resolve this personnel problem. In 1983, Whitaker put Shawley under the supervision of Art Hathaway. The next year, she asked for a performance review of the park curator by the regional curator. Finally, in 1985, she requested an audit of museum management in the park by the Office of Inspector General (OIG). Both the performance review and the inspector general's report found major weaknesses in the park's internal control system for museum property. The OIG report presented nine separate actions for correcting these deficiencies. Under threat of indictment for theft of missing items, Shawley resigned in 1985.

Susan Kopcynski was selected as park curator in July, 1986, and conducted a 100% inventory that was reconciled with the catalog records. In addition she began the process of correcting deficiencies identified in the OIG report. Susan Buchel became park curator in 1988 and performed this role until June of 1994, continuing the work of backlog cataloging. Much of this work was accomplished through cooperative agreements with the University of Idaho's Bowers Laboratory of Anthropology. One focus during this period was cataloging the Chapman collection, mostly archeological material from Nez Perce country, which the park acquired by donation in 1970.

At the time of Susan Buchel's hire, the museum curator position was also reclassified to include overall cultural resource management responsibility. This took place in conjunction with a complete staff reorganization, Cultural Resources became a separate division within the park organization. The museum curator reported directly to the superintendent. While this reorganization served the overall park mission, it added greatly to the duties and responsibilities of the curator and reduced the available time for collection management functions. As a result of this reorganization, a full time GS-1016-4/5/7 museum technician position was approved and funded in FY 1991. Linda Paisano was hired into this position at that time.

From 1989 to 1991 there was a gradual transfer of documentary and library materials from the interpretative division to the new Cultural Resource division. A part time GS-5 library technician was approved and hired to manage these resources. The position was expanded in 1994 and was shared by two half-time employees. During this period a data base was developed to document information contained in the park's collection of historic images. This image collection was also expanded, arranged and numbered. This would provide the foundation for a searchable computer storage system that holds the images and corresponding information in a single software file.

A major change in the park's organization occurred with the passage of the Nez Perce National Historical Park Additions Act of 1991, which was signed into law in October, 1992. This law brought Big Hole Battlefield under the administrative control of NEPE and added sites in Montana, Oregon, and Washington to the park. In mid 1994 Susan Buchel was selected to become superintendent at Big Hole National Battlefield.

Bob Chenoweth, who was then curator at Grant-Kohrs Ranch National Historic Site in Deer Lodge, Montana, was asked to come to NEPE on a regular basis to monitor curatorial activities until a new curator could be hired. Chenoweth had been involved in staff discussions which led to the reorganization of NEPE into the Unit Management System, including Big Hole National Battlefield for which he had curatorial responsibilities. In late 1994 he was selected as the new curator and assumed duties in January, 1995.

The 1991 Collections Management Plan for NEPE reported that most catalog records from before 1986 had been re-cataloged and entered into ANCS+. Most of the data entry was only to the registration level. This included such important collections as the Spalding-Allen Collection, which was on loan to the park from the Ohio Historical Society. With Chenoweth's arrival in 1995 the updating of these records got underway and many records have been fully transferred to ANCS+. Chenoweth also began an effort to continue with the reconciliation of accession records, including the separation of catalog information from the original accession documentation. A systematic program was established for monitoring and

housekeeping in collection storage, and inspection and cleaning of exhibits.

The curator also undertook an effort to reorganize the storage of the museum collection and most notably to separate archival material that was being stored in the main curatorial storage vault, B-2. Access to this collection was restricted by the material being treated as museum objects rather than being arranged and described according to professional archival standards. With the departure of NEPE's part-time library technician in January, 1997, efforts got underway to reorganize these important resources and to integrate the park's extensive collection of historic images into the archives.

In May, 1998, the park was able to fill the library technician position with a full time position. The person hired, Robert Applegate, was a professional archivist with experience in the University of Montana system and with the U.S. Forest Service. Chenoweth immediately drew Applegate into the planning for the creation of a park archives and research center that would house all of the park's archival collections and make them available to the public through a research/reading room setting. Within two years the park was able to obtain funding to renovate the south end of the basement area, creating both storage and a public work space and to upgrade Applegate's position to a journeyman-level archivist position.

Several important collections and individual artifacts have been added to the park's collection. Most notable of these was the Spalding-Allen Collection purchased from the Ohio Historical Society in May 1996 by the Nez Perce Tribe and on loan to the park. Spalding collected artifacts to send to benefactors in the east in exchange for "mission barrels" full of cloth, tools, and other manufactured goods essential for the establishment of his mission. He began collecting shortly after his arrival in 1836 and some of the artifacts undoubtedly predate his arrival. After lengthy negotiations with the OHS for extending the loan or donating the collection to either the Nez Perce tribe or the NPS, an agreement was concluded whereby the tribe would have six months to purchase the collection. The purchase price was based on an appraisal done earlier in

the year at the request of OHS. The Nez Perce tribe hired a fund raiser and began the successful campaign to raise the necessary funds.

The Whitman-Allen Collection was purchased at auction in September, 2002, after it came to the attention of the park curator. These artifacts were collected by Marcus Whitman and sent to Dr. Dudley Allen in Ohio, just as Henry Spalding had done. Allen's son donated them to the Western Reserve Historical Society in Cleveland. More than a hundred years later they were consigned for auction at Cowan's in Cincinnati, Ohio. Several artifacts including a flute, whistle, and necklace that belonged to Swan Necklace were taken in trade from a dealer who actively collected during the 1960s and 70s in this area, and who documented the pieces he purchased.

In 1998, the park accessioned a historic collection of over 300 artifacts that represent the legacy of six generations of the Lawyer family of Nez Perce. Twisted Hair, who aided the Lewis and Clark expedition in 1805/06 was the father of Chief Lawyer who was an 1855 treaty signer and early Christian convert. Lawyer's descendants have played an important role in Nez Perce and regional history and Mylie Lawyer is the keeper of family history and collections. An agreement was reached in 1998 to bring the collection to the park for safe keeping, study, and possible exhibition. An extremely successful exhibition detailing the significance of the collection and Mylie Lawyer's life was mounted early this year using artifacts that reflect both her Nez Perce and Sioux heritage.

In 1999, the majority of the collections at Big Hole National Monument (BIHO) were moved to park headquarters in Spalding. The park also signed a Letter of Agreement with Lake Roosevelt National Recreation Area to house and curate the museum collection from Ft. Spokane. This collection consisted of archeological, architectural, and historic artifacts associated with that site.

Also in 1999, a two-phased project to assess the park's collection of interior plateau Indian-made dugout canoes was funded, and a program began to undertake conservation treatment and improved storage for them. The project also provided a survey and documentation of other interior

plateau canoes in the region. The effort has led to documentation of 40 canoes and extensive presentations to tell the story of canoe use in the region, which highlight the park's unique and important collection.

In May, 2005, a museum management planning team arrived at NEPE to help the park develop a new Museum Management Plan to take it into the next decade. The future management and direction of the curatorial program will be guided by the recommendations of this planning effort and discussions have already gotten underway to carry out some of the recommendations regarding broader public exposure of the collections and broadening the research center concept which began several years ago.

May also saw the arrival of WASO staff member Joan Bacharach and a professional photographer to create high resolution photographs of over 200 artifacts for use in an online "virtual museum" that would introduce the public to the NEPE collection. This is a new NPS program to raise awareness of NPS collections at home and around the world. Following the photographic shoot a workshop was conducted with area educators under the "Teaching with Collections" project of the NPS's WASO office to develop curriculum for regional school teachers. This project was planned for several years and is part of a continuing effort to make use of museum collections for various public outreach efforts.

## **Big Hole Museum Collection Summary**

Following the attack and siege of the Nez Perce encampment August 9<sup>th</sup> and 10<sup>th</sup>, 1877, the battlefield underwent a series of custodians, managed successively by the War Department (1882-1936), the Forest Service (1910-1936), and finally the National Park Service (1936 to present). The battlefield was established as a National Monument in June 1910. From the early days, artifacts associated with the battle played a key role in helping visitors to understand the events of 1877. Tom Sherrill, who served as a forest caretaker later in his life, was a civilian volunteer who fought there and he often brought his own personal relics to the site. In 1923, the governor of Montana ordered the transfer from the State Penitentiary in Deer Lodge of the famous 12-pound mountain howitzer used in the battle and captured by the Nez Perce. The War Department

provided guidance and money to repair the cannon and display it in a covered museum building completed in 1929. The 14 x 18 foot building, made of peeled lodge pole pine roofed with cedar shakes, also houses other relics of the battle.

The monument was transferred in 1933 to the National Park Service and administered through Yellowstone National Park, which sent summer caretakers to look after the site during the summer tourist season. The seasonal employees were also responsible for the small but slowly growing museum collection, which was stored in the district office of the Beaverhead National Forest during the winter months.

With the publication of the *NPS Museum Handbook* in 1967, guidelines were established for the care, preservation, and interpretation of artifacts associated with the battlefield. However, as early as 1944/45 a seasonal ranger at the site made a serious effort to collect artifacts by asking local residents via the local media to contribute. After a series of land acquisitions and design work, a visitor center with a museum was constructed on a bench to the east of the battlefield which overlooked the Nez Perce encampment and siege area. This facility was revised and updated with new exhibits prior to the 100<sup>th</sup> anniversary commemoration of the battle.

In January, 1976, the battlefield received a donation of artifacts from the estate of General John Gibbon. These were added to the new exhibits under development along with several important artifacts loaned by the United States Military Academy Museum that had belonged to General O. O. Howard.

Prior to 1987, when Big Hole National Battlefield was administered by Yellowstone National Park, no provision had ever existed for a collection manager or curator at the site. The curatorial work that was carried out was done primarily by Kermit Edmonds, a seasonal ranger who was a high school history teacher from Missoula, Montana. Edmonds did excellent cataloging of those artifacts that came into the collection, but a curatorial program did not exist as such.

At this time administration was transferred from Yellowstone to the Rocky Mountain Regional Office with administrative support coming from Grant-Kohrs Ranch National Historic Site (GRKO) in Deer Lodge. The curator at GRKO, Randi Sue Bry, became the de facto “curator” for BIHO. The accession records predate this period but they are of a casual standard that reflected the lack of a professionally trained curator. The collection of about 1900 artifacts included material recovered from a series of metal detector surveys (semi-professional archeology by park staff), fire arms, and equipment of the Army of that period and a small collection of ethnographic material.

A collection management planning team led by Regional Curator Allen S. Bohnert visited the battlefield in 1989 and reviewed documents and procedures in place at the time. The first Collection Management Plan for BIHO was approved in 1991 and provided a detailed guide for management, care, and growth of the collection. The plan identified areas of growth coming primarily from three sources: archeology, natural history, and battle-related artifacts from the surrounding area and beyond. Storage was inadequate and record keeping needed to be brought up to date and improved.

In 1991, country singer Hank Williams Jr., a local resident, financed an archeological survey under the direction Douglas Scott, from the NPS’s Midwest Archeological Center. This effort resulted in over 1000 artifacts being collected and added to the collection.

Bob Chenoweth replaced Randi Bry in 1992 as curator at GRKO. He visited BIHO later that month to survey the exhibits, collection storage, and records, and then began regular visits there on a twice-monthly basis. In January, 1995, he began his duties at NEPE. He arranged for and moved the collection from the visitor center to an older housing unit converted for this use, as well as housing maintenance staff office and break room. This was not an ideal situation but provided more space and allowed work to be done on the collection, including re-housing, cataloging, and some treatment work. In 1996, the archeological material collected during the 1991 Scott survey was returned to BIHO, inventoried,

and stored in two new storage cabinets brought over from NEPE after being transferred from Fort Vancouver.

Diana Hobart Dicus was contracted in May of 1997 to conduct a conservation survey of the facilities and collections housed at BIHO. This work and the final report were concluded in September of that year. Several important artifacts were identified for treatment and this work was contracted in 1998. The artifacts were treated and returned to NEPE in September, 2001.

The decision was made during 1999 to move the museum collection from BIHO to NEPE; it was based on several factors, but primarily security. BIHO is geographically isolated and lacks response services such as police and fire in the event of an emergency. While an alarm system was in place, there was no one to respond to it in the event of a break-in. The collection, minus a small herbarium and mammal collection, was packed and moved in June of that summer by park staff. Following this move, the collection was inventoried and surveyed with the idea of finishing the cataloging process and arranging for conservation treatment of most of the archeological material.

The collection move has allowed for the complete re-cataloging, re-housing, and proper storage of the BIHO collection. The move has allowed for the mounting of several temporary exhibits at Big Hole including the first effort to detail the archeological survey conducted in 1991, and an exhibit that focused on the impact of the battle on women and children.

Requests for funding were submitted and arrangements were made in 2004 to treat archeological material through the University of Idaho's Bowers Laboratory of Anthropology. Work was completed on over 1600 artifacts in July 2005. This has proven to be a highly successful cooperative effort thanks to the cooperative agreement with that institution.

# Stewardship Overview

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Nez Perce National Historical Park was created by Public Law 89-18 on May 15, 1965, to “...facilitate protection and provide interpretation of sites in the Nez Perce Country of Idaho that have exceptional value in commemorating the history of the Nation.” At the time these included sites documenting early Nez Perce culture, the Lewis & Clark expedition, the fur trade, gold mining, early lumber industry, the missionary effort, and the Nez Perce War of 1877.

The park’s role was expanded by Public Law 102-576 on October 30, 1992, that specified an additional 14 sites in Idaho, Oregon, and Washington be added to the park. Thus the purpose of the park is to:

- Facilitate protection and interpretation of Nez Perce sites that have value in commemorating the history of the United States.
- Preserve and protect resources that document the Nez Perce people and their role in North American history.
- Interpret Nez Perce history and culture, and promote documentation to augment that interpretation.

In addition, the legislation provides for:

- Consultation with the Nez Perce people concerning the interpretation of the park and its history.
- Furthering the protection and interpretation of the park sites through a broad range of partnerships and cooperative agreements.

To facilitate and improve compliance with the basic mandates required of the park by the authorizing legislation, an intimate knowledge and understanding of the Nez Perce culture and history is necessary. While this understanding is impossible to provide within the parameters of this Museum Management Plan, at least familiarity with some basic concepts

is required upon which to build some of the central ideas proposed by the planning team.

## Life Philosophy

People with European and Near Eastern belief systems tend to view the universe, and human existence within it, in a linear manner. Things have defined starting points, mid-points and ending points. However, many Eastern and most American Indian philosophies view the universe and human existence in a cyclic manner—a closed circle with no defined beginning or end. Within these philosophies everything is at some point on this circle or in this continuum, rather than being at a defined beginning, middle, or end. This basic “life view” has led to some interesting presumptions and actions about the Nez Perce in the past, and also presents some fascinating opportunities for the future of the park and the museum program.

It is also necessary to recognize the highly individualistic nature of traditional Nez Perce belief system and society. While there are certain commonly held perceptions and generally recognized cultural goals, each individual in the society has considerable latitude in defining and following his/her own way in the world. While this general cultural attitude is not all that different from that of American society as a whole, the cultural guide posts and success indicators are different in many cases. As a result, what a traditional Nez Perce would consider “task completed” and “success” and “reward,” may not be viewed in the same manner by someone with a different cultural background.

## Living Culture

It is necessary to realize and accept that the Nez Perce culture is a *living* culture. Like all living cultures it is in a constant state of flux and change, for cultures that do not change and adapt to the times soon become extinct. Archaeologists tell us that the Nez Perce have been adapting in this particular location for at least 11,000 years—an extraordinary period of time for a native culture on the North American continent.

As a result, American society should not expect to be dealing with the same people who greeted Lewis & Clark, or the same people who followed Joseph in 1877, or even the same people who saw the Indian Reorganization Act of 1934 establish a modern tribal government. Nez Perce culture has adapted over the years to ideas and things brought in by other peoples. Some of these changes have been forced, and some have been embraced, but all have been uniquely adapted into the Nez Perce lifeways. Examples of this blending of culture are illustrated by such things as beaded tennis shoes, traditional root foods cooked by microwave, and the tribal owned and operated fish hatchery. In the same vein, American society is not the same as in the past. American society has changed and adapted over the years; it has matured and become much more tolerant of different peoples, belief systems, and lifeways because of exposure and experiences along the way.

## **Interrelationships between Nature and Culture**

All cultures exploit nature in order for the individual members of that culture to survive. Additionally, all cultures also tend to exploit nature to the limits of their particular tool kit, which tends to provide a better survival rate for individuals within the culture, at least until the resources are exhausted. There are, however, differences in the ways that the interrelationships between nature and culture are viewed.

American society has traditionally viewed nature as an entity to be intensively manipulated and used, and as a result the tool kit for doing that has become very sophisticated and efficient. The exploitation of resources and the production of food and goods have become compartmentalized, and many members of modern American society are not aware of where their food and goods actually originate, or the health of the environment from which they are taken. In part, this view and use pattern is the result of the society's linear perception of the universe, and the philosophical view that nature was created for human exploitation.

While the Nez Perce culture welcomed the goods offered by American society that made the exploitation of resources easier, the Nez Perce have often been perplexed as to why American society tends to over-harvest

these resources. This is partly because of the circular perception of the Nez Perce universe, but also because Nez Perce philosophy considers humankind to be an integral part of the natural whole, rather than believing that nature was created for man's use.

Once the differences in these basic philosophical viewpoints are recognized and understood, it is easier to realize that these two cultures have different guide posts and rules governing the exploitation of nature, and thus different definitions of "success" and how this is measured by each society.

## Living Objects

The Nez Perce perception of their material culture, including the objects that make up the park museum collection, is a logical extension of the culture's perception of the nature of the universe, the anthropological definition of "living culture," the interrelationships of culture and nature, and what defines "success" within the culture.

Traditional Nez Perce have an animistic view of material culture, where individual objects take on a "spirit" or a "history" that transcends their visible physical appearance and temporary ownership by any single individual. This presence draws from the essence of the materials the item is made from, but also draws from the essence of the persons who made the item, as well as the persons who have owned and used the item.

In a manner similar to American society, individuals will make arrangements for favorite material goods to be passed on after death. Unlike American society, these dispersals of personal property are public and highly visible within Nez Perce society. So while these culturally important items may be individually owned, their present location is often well known by the society as a whole, and the current owner is expected to respect and care for these items in proscribed ways. This may include the addition of decorative elements, or otherwise altering the original appearance of the item.

This concept is well illustrated by the Nez Perce practice of *sapatq'ayn*, or bringing out traditional objects with history to be viewed by other

members of the Nez Perce society. In this manner the “life force” or “spirit” or “history” of the individual item is preserved and renewed within the culture as a whole, and the society is assured that the current owner is respecting and caring for items that are important to cultural history and well being.

With this basic understanding of selected Nez Perce cultural views, it is much easier to understand Nez Perce concerns about material leaving the community, even to enter a museum the Nez Perce feel belongs to them by virtue of location and Congressional mandate. For despite the close proximity, culturally important items are perceived as entering a “never-never” land where they are to some extent removed and separated from the culture that made them—a culture that needs regular contact with the items to be assured of their care and well being. This perceived isolation is augmented by the extremely slow exhibit rotation characteristic to the NPS, and the restrictive access policies promoted by the *NPS Museum Handbook*. Such cultural perceptions have led to a series of ceremonies in the collections and exhibit areas by at least one traditional Nez Perce society in an attempt to “reunite” these items with the mainstream culture. This effort should be continued.

More interactions between the collections, the culture that made them, and the park are both desirable and achievable. A desire to make these interactions happen will be required, plus a certain amount of good will, respect, and understanding by all concerned. The NPS will need to recognize and accept the “living” nature of these items and the need of the Nez Perce to maintain emotional and physical contact with them. The Nez Perce will need to recognize the security and preservation mandates and concerns faced by the NPS. Once these basic needs and concerns of both parties are addressed, the remaining details should be easy to work out and codify with a series of park-specific operating procedures addressing them.

Some suggested areas of cooperation might include:

- Rotate park exhibits aggressively to increase the number of items on public view over time.

- Develop temporary exhibits in cooperation with the tribe and individuals in the *sapatqi'ayn* tradition.
- Develop a liberal loan policy that recognizes the needs for traditional use of museum items within the Nez Perce community.
- Open the museum storage areas to the local community on a regular schedule to show interested individuals how the park is caring for cultural material, and invite feedback to improve this stewardship according to cultural tradition.
- Institute a series of “open-house” opportunities where members of the local community can bring items to the staff for advice on care and preservation techniques.
- Investigate the possibility of providing safe storage for important cultural/historical materials for tribal members.

The need to continue an open and interactive communication with the Nez Perce tribe and individual “culture carriers” is implicit in the above discussion. The previous Collection Management Plan suggested the creation of an advisory group—elders that would represent the many geographical, religious, and social groups, and with recognized knowledge and expertise in cultural ways such as language, arts, crafts, history, music, plants and animals, or other traditional beliefs and practices. It was also suggested that honoraria and travel expenses would be expected by the elders appointed to such a committee, and while the non-Indian community may not fully understand this practice, it is a traditional way of doing business in most tribal communities. As such, these expenses are logical and legitimate, and should be shared equally by the park and tribe, since both entities will benefit from the result.

While this overview has specifically addressed concerns surrounding cultural material, it must be realized the Nez Perce do not recognize the separation between the natural and cultural worlds to the same extent as American society. To the Nez Perce there is little distinction between a composite artifact (such as a teepee) and the raw materials in the natural world used to produce that item. Thus the same cultural sensitivities and understanding will be necessary and useful when discussing any resource management with the tribe.

# Issue A— Records, Archives, and Library

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## Issue Statement

**The research center repository component is well positioned to develop further towards fulfilling the park's mission.**

## Background

Records management and the archives and library collections are administered in a professionally staffed and operated, and well-functioning NEPE Research Center. These collections are from the Nez Perce NHP, and Big Hole NHP. The archivist manages access to the archives, including park records and library collections.

The archives collection contains donated manuscript collections, park resource management records, and administrative history records. The administrative history collection finding aid describes and lists 11 series of records that date from 1935 to 2002. A database of approximately 4,000 images of photographs is available on a digital image viewer.

The library collection consists of approximately 3,000 bibliographic items including books, theses, dissertations, and reports. Also included are reprints, audio/video tapes, microforms, subject and biographical files, maps, periodicals, and National Park Service standard reference material.

Based on the results of the survey completed prior to this plan, the Research Center is meeting many of the park staff expectations. The next steps need to be identified; some suggestions came through the survey and other planning documents, and additional ideas were brought to the attention of the planning team by staff during the site visit.

## Discussion

### Collection Development

The Park's Scope of Collection Statement (SOCS) needs revision to the current National Park Service standard. A partially revised draft of the SOCS written by the park archivist addresses the scope of the archives, records, and library portions of the collection. The entire collection cared for by NEPE needs to be addressed according to the *Museum Handbook*.

The archivist has written a Standard Operating Procedure (SOP) that directs the management of the park's resource management field records including a mechanism for accretions.

During the site visit to NEPE, the park archivist and the visiting archivist met with the administrative officer to discuss the central files containing records that date back to the first years of the park. The central file, estimated at 50 linear feet, will continue to be maintained until funding is secured to manage its disposition properly. This project will require a PMIS statement describing a survey and processing project over a two year period at an estimated \$40,000.00 per year. Funds may be sought from Park Administration as well as from the Backlog Catalog program.

Since the National Park Service disposition schedule has been revised, the process of records disposition should be conducted on a joint basis with the park archivist and appropriate staff members. Further guidance will be available when the new Records Management Handbook is approved and distributed. A records management committee, including the archivist and other relevant staff, needs to examine park files before they are disposed of or transferred to the National Archives and Records Administration (NARA) to ensure the retention of copies of important park records in the park. Other materials to be retained include scientific studies and records of resource management activities, oral histories, historic resource studies, and similar reports; photographs, blueprints, specifications, and other items documenting facility development. Retained materials are managed as part of the museum collection.

Park staff currently creates information in an electronic environment, which presents a long and short term accessibility dilemma for the Research Center. Electronic means of creating and storing data requires maintenance to ensure that it will be available even in the relatively near future. While the National Park Service is aware of this issue, an electronic records management system is in early development and is not expected to be available for some time. Until then, a solution is needed to provide access to information on park business.

An increased awareness of records management is needed throughout the Park. The archivist can initiate this by setting up records management training sessions for park staff. Another step in the process is drafting a vital records component when the park's Emergency Operations Plan is written. Integrating records management into planning and contracting documents will help ensure that adequate documentation is created, and will encourage records management to become part of daily park operations.

### **Accessing and Promoting the Collections**

According to the survey, the collections and materials available through the Research Center receive a high rate of use by the park staff. The collections are also frequently used by the public, including members of the tribe and academics. The photograph collections are the most heavily used. Providing reference access to the archive and library collections constitutes the largest percentage of the archivist's workload.

The archivist is working to establish Internet access to the collections. His five-year plan cites goals that address the archival collections: publish finding aids and archival cataloging data on the Web; post finding aids on the National Union Catalog of Manuscript Collections (NUCMC) and on national bibliographic utilities (e.g., RLIN); and publish a preliminary guide to NEPE archival collections in hard copy and on the Web.

Two local groups that the archivist is working with to establish a presence on the Internet are: the Northwest Digital Archives, which provides an online searchable database of guides to primary sources at institutions in

Idaho, Montana, Oregon, and Washington; and the Library and Archives Consortium, made up of county, city and academic members.

Currently, NEPE is not sending records to the NPS Web Catalog. Participation is encouraged, especially since it will promote the entire collection. Both ANCS+ and the Web Catalog support images, so as images of collection items are created, incorporating them into the catalog records is suggested. The Cultural Resources staff is currently involved in developing a virtual web exhibit with the Park Museum Management Program staff in Washington, D.C. that will likely produce images usable in ANCS+ catalog records.

A previous park curator and tribal members started an oral history project that was not completed. It includes interview abstracts but no permissions to use the material. These permissions should be obtained so that the information can be made available to all interested users.

The Research Center has worked collaboratively with local museums and academic institutions in the past. In addition, tours for a variety of audiences have been conducted, and special workshops for the community have been offered. All of these outreach efforts have been successful and should be considered for a regular ongoing schedule. Despite the ebb and flow of staff, time, and funds, these efforts will continue and could perhaps expand to lectures and articles written for local audiences.

## **Collections Management**

Collection management and development responsibilities should be pursued jointly with the Nez Perce tribe. While this is already happening to a degree, a concerted effort between the park's and the tribe's Cultural Resource Management staffs would develop and cultivate relationships. The current Cooperative Agreement defining the relationship can be used as a beginning. Focused discussions among the cultural resources management staff members can be treated as brainstorming sessions to develop a vision, mission, and goals. When the foundation is agreed upon, then roles, functions, and policies can be written and implemented. Topics such as cultural use and access of the collections can be discussed, and appropriate ways of protecting intellectual property rights can be

developed. The concept of community collection storage can be contemplated.

NEPE can begin strategic planning and programming for the development of this relationship through planning documents and project development. This may achieve improved knowledge about the collections, shared or liaison positions between the two entities, and the fulfillment of the shared vision to preserve and make available the Nez Perce culture.

## **Space**

The space that the Research Center occupies is well organized but not entirely dedicated to the management of the collections. Currently a Telnet station is within the confines of the Research Center. It is located next to a vault that must be accessed routinely to move collections in and out for reference purposes. The Telnet station is not compatible with the purpose of the Research Center and should be relocated away from all collection management functions.

Planning to find ways to expand collection storage capacity needs to be initiated. The archive collections vault is already full, and park records and donations continue to be added to the archives. The awkwardly shaped spaces are difficult to use but compact shelving is one solution that should be explored.

## **Project Planning and Development**

The Research Center should continue writing PMIS statements to apply for NPS funds for archives and records management projects. Additional funding sources should be sought through partner organizations and potential partners. Possible projects pertain to park records, oral history, processing collections, research and development of exhibits and publications, and collection storage.

The archivist's Five-Year Plan should be consulted for projects. For instance, electronic access of the archival collections may benefit from drafting a PMIS statement for dedicated funding to revise, complete, and upload finding aids to the Internet. Also, the archival collection has a significant backlog that needs to be addressed over a period of years. A

phased project statement needs to be written to procure Backlog Catalog funding.

## **Staffing**

The archivist provides archives and library collections reference access as well as collection management assistance throughout the Upper Columbia Basin Network. Currently, only one written agreement, with Lake Roosevelt, identifies the NEPE archivist as archivist-of-record. Additional agreements need to be drawn up.

Frequently, the archivist works on Museum Management Planning Teams. The Cultural Resources Management Division chief acknowledges that while this takes time from a small staff, the participant, who receives an important learning opportunity, also routinely debriefs the other CR staff about insights gained while on detail. This is one way to promote in-house skills within the NPS and it should be continued.

The archivist also routinely works with volunteers, interns, and seasonal staff. While park housing is not available, project money should continue to be sought for work-study, Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP), stay-in-school, and intake programs. Nearby academic institutions (Washington State University, Lewis-Clark State College, and University of Idaho at Moscow) and the local community are sources of interns and seasonal staff.

In discussions about personnel needs, the museum staff advocated establishing an archives technician position, perhaps a jointly funded position shared between the tribe and the park. Liaison positions from the tribe's and the park's Cultural Resource Management staff was another variation on this theme. The need for meaningful employment opportunities for tribal members at all levels of the park is also acknowledged. Tribal members bring unmatched subject knowledge necessary for fulfilling the park's mission, and they would provide a balance of curatorial and community needs. Discussion of these possibilities should occur between the tribe and park cultural resource management staff members.

## Recommendations

- Update the Scope of Collection Statement.
- Continue writing PMIS statements for projects such as for processing paper and electronic park records.
- Facilitate integration of records management responsibilities park-wide through training, conducting joint records reviews, and establishing a Records Committee.
- Develop a section on vital records management when the Emergency Operations Plan is developed by the park.
- Continue promoting the collections locally by publishing articles and giving lectures on the collections and their care and exhibits.
- Initiate discussions with the Nez Perce Cultural Resources Management staff regarding potential mutually beneficial activities. Begin relevant planning through NPS avenues.
- Relocate the Telnet station away from collections storage.
- Start exploring storage options including compact shelving for the collection storage vaults.
- Explore projects and seek funding sources through partner organizations.
- Continue to assist the network and regional parks. Formalize curator- and archivist-of-record agreements.
- Establish an archives technician position.



**Figure 1** Nez Perce war bonnet and trailer, late 1800s to early 1900s  
NEPE 2226 and 2225

# Issue B— Collections Management

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## Issue Statement

**An enhanced and expanded museum collection management program will ensure stronger ties to the Nez Perce community and increase the overall understanding and appreciation of the cultural lifeways of the community.**

## Background

Nez Perce National Historic Park was established to preserve and protect tangible resources that document the history of the Nez Perce and their significant role in North American history. This mandate requires the park to develop methodologies to fulfill these responsibilities. A critical element is the acquisition of examples of the tribe's material culture that represent the richness of the culture and provide tangible touchstones to the cultural lifeways these objects represent. The Stewardship Overview and *Sapatq'ayn* sections of this plan discuss this enhanced perspective.

Since its establishment in 1965, the park has worked closely with the Nez Perce tribe in acquiring representative ethnographic and historical materials. Recently the park developed a Research Center to house the archival and photograph collections. The tribe has expressed interest in exploring the feasibility of expanding the mission of the Research Center to include tribal archival records and ethnographic materials as well.

A Collection Management Plan (CMP) was prepared in 1994 to guide park staff in managing its museum collection. Although many of the recommendations have been addressed by the park, some still need attention.

The NEPE curator serves as the curator-of-record for Lake Roosevelt National Recreation Area (LARO) and Big Hole Battlefield National

Historic Site (BIHO). Museum collections from both parks (with the exception of LARO archives) are stored at NEPE. The NEPE curator provides oversight and guidance to park staff members at LARO and BIHO in curatorial administrative reporting requirements. The park archivist serves as the archivist-of-record for the above parks. Additionally, the park curator and archivist provide oversight and assistance to other parks within the Upper Columbia Basin Network (UCBN).

## Discussion

The curatorial function at NEPE has changed considerably since the CMP was prepared in 1994. The development of the Research Center to house the park's valuable archival and photographic collection and the hiring of a professional archivist reflect the expanded role of cultural resource management in the park. Research requests for access to the archival holdings and ethnographic collections are increasing as the park holdings are becoming more widely known. The maturing of both the park and the tribe's awareness of the value and importance of these elements of preserving the tribal patrimony is placing greater emphasis on how to better manage these irreplaceable resources. Additionally, the tribal interest in expanding the role of the Research Center to also serve as a joint repository of certain tribal records and elements of material culture, both tribally and individually owned, is a major endorsement of the value and importance of the park's efforts.

To meet this expanding workload, staff members are constantly changing work priorities to meet the demands placed on them for assistance. While this service function is very important, the equally or more important tasks of accountability, maintenance, and preservation of the collections is often neglected to address the immediate needs. The current staffing level for the museum program is insufficient to properly manage the program. A GS-1016-09 museum specialist position is needed to meet the day-to-day collection management requirements and to assist the park curator in accountability, research, and exhibit development.

With both the park curator and archivist serving as the curator-of-record and the archivist-of-record for several additional parks, it is imperative that Letters of Agreement be developed with each park to clearly define each party's role and responsibility to each other, and how projects will be programmed, funded, and managed. Clear documentation and delegation of responsibility ensure the programs' success and prevents misconceptions and misunderstandings.

## **Collection Management Documents**

The expansion of the park mission and the evolution of the relationship with the tribe in the preservation of its records and material culture may require that the Cooperative Agreement (CA) between the park and the tribe be revised. This CA should also require that individual Standard Operating Procedures (SOPs) be developed to provide the mechanism for implementing the CA.

Efforts are ongoing to update the park's collection management documents. Currently the park is revising the Scope of Collection Statement (SOCS) to represent the expanded role and responsibility of the park museum program in supporting the park mission to represent the Nez Perce people in their past and current context, and in all locations. During this process, consideration should also be given to addressing the value and importance of the cultural use of museum collections. This includes the value-added benefit of the park museum collection storage facility serving as a "community vault" for tribal members' personal historical property.

As reported in the UCBN Cultural Resource Management Documents Table, the SOCS for BIHO was written in 1987. The existing BIHO SOCS should be reviewed to ensure it reflects the expanded mission as well.

The museum Housekeeping Plans (now referred to as Preservation Maintenance Plans) for both NEPE and BIHO are outdated because of changes in the materials and methodologies used in preservation maintenance over the past decade and from changes made in collection storage and the exhibits.

NEPE does not have a Museum Collection Emergency Operation Plan (MCEOP). This MCEOP is essential to ensure that the park museum collection, including its library, archival, and photographic collections is appropriately addressed in all emergencies and that procedures are in place to salvage the museum collection should a disaster occur.

Although NEPE has a museum collection Integrated Pest Management (IPM) plan and is monitoring the exhibit, archives, and curatorial areas, the plan is outdated and needs revision. An up-to-date IPM Plan that addresses monitoring and mitigation of threats and potential infestations to archival and museum collections is essential to sound museum and archive management.

A Collection Condition Survey is needed for the LARO museum collection.

A number of SOPs need to be developed for NEPE and BIHO to address the expanded role of the park in preserving and perpetuating the cultural values and lifeways of the Nez Perce people. Possible subjects for the SOPs include:

- Collections access and use policy (an example is in Appendix B)
- Cultural use of collections
- Criteria for loan of museum objects to other institutions
- Special exhibits

### **Accountability**

As noted in the 1994 NEPE Collection Management Plan, the Inspector General audited the NEPE museum program in 1985. The report, “Review of Museum Management in Nez Perce NHP, NPS,” identified a major internal material weakness in accountability for park museum collections. Incomplete accession records were of primary concern. Although the park has worked intermittently to address this identified material weakness, the process is far from complete. Numerous accountability issues exist in the first 16 park accessions. Correction of these issues requires uninterrupted concentration on the subject by a mature professional with expertise in material culture. The park curator and museum technician have

periodically worked to resolve the accession records as time permitted, but because of other park priorities, the issue remains unresolved. Currently, a multi-year program to address this deficiency is identified in PMIS for FY2009 and FY2010. Given the service-wide importance placed on accountability and the previous Inspector General's material weakness finding, these projects should be moved up in priority.

The NEPE museum catalog records need to be fully migrated to the Automated National Catalog System (ANCS+) database. The park curator uses the blue catalog records for research and reference as the ANCS+ database is incomplete. The blue catalog records need to be reconciled and verified with the ANCS+ database and the object, then the corrected data transcribed into ANCS+.

A key element of museum collection accountability and documentation is to photograph all artifacts, objects, and specimens contained in the museum collection. Most of the ethnographic objects have been photographed, but many of these photographs need to be scanned into digital images and appended to the ANCS+ catalog records. Many of the historical objects, NAGPRA, and archeological related materials need to be photographed and the images appended to the ANCS+ catalog records.

### **Marketing of the museum collection**

During the development of this MMP, a consistent concern expressed during the interview process was the accessibility of the museum collection to the community. There appeared to be a perception by the tribal community that their historical objects and photographs were no longer available to them once they were placed at the park. While this misconception may be due to a lack of communication, the perception is pervasive throughout the community.

Given the legislative mission of NEPE to represent the Nez Perce people throughout history, methodologies should be developed to provide the community with a sense of ownership and stewardship of their material culture. Encouraging this sense of ownership may be accomplished in numerous ways. NEPE should consider hosting art shows or "ask a curator" programs as ways to encourage community interaction with the

park. Consideration should also be given to publishing catalogs of collections and exhibits, monographs about certain types of materials, and site bulletins on specific topics such as regional trade or acquisition of the horse and its impact on the community.

Getting the museum collection into the community at large may also be accomplished by special exhibits at the Colville Reservation or at the Umatilla Reservation's Cultural Center and/or the loan of objects to local museums. Exhibits of relevant ethnographic materials could also be set up at community events. Selectively allowing the use of ethnographic materials in events that are of importance to the entire tribe should also be considered if the necessary safeguards can be accomplished without impacting the event or endangering the object.

### **Collection storage**

Since the CMP was completed in 1994, numerous changes have been made to the collection storage areas:

- The canoes have been moved to shared space in the new maintenance facility.
- A combined library and archives area has been developed.
- Two major ethnographic collections have been acquired (Lawyer and Spalding).
- Historic furnishings purchased by the park and HFC for Watson's Store was de-accessioned.
- Museum collections from LARO and BIHO have been moved to NEPE for long term storage.

The above noted changes when combined with the expanded mission of NEPE illustrate that the park will soon need additional collection storage space.

With the development of the combined library and archives Research Center, the park is moving toward becoming a major research facility on the Nez Perce culture. To further this process, an integral element would be the incorporation of the museum collection into this concept. Appendix C contains a discussion of Research Center components and planning

needs. The park should continue to expand the collection storage area to include housing historical personal property for tribal members.

Storage space should be identified as “community vaults” with museum cabinets dedicated to store historical personal property for tribal members. Space should also be allocated to allow for the examination and processing of these elements of tribal material culture.

When properly designed and installed, compact storage systems often provide an additional 30 to 50 percent more storage space. A custom compact storage system could be designed to maximize the use of existing storage space within the museum collection storage vaults B-1 and B-2 and provide for additional examination and processing areas.

### **Recommendations:**

- Prepare OFS to hire a GS-09 museum specialist position.
- Prepare agreements with all parks to which the curator and archivist provide support.
- Revise NEPE and BIHO Scope of Collection Statements.
- Program and budget for a Museum Collection Emergency Operations Plan.
- Prepare Preservation Maintenance Plan for NEPE.
- Program and budget for a IPM Plan for NEPE.
- Assist BIHO in preparation of Preservation Maintenance Plan.
- Assist LARO in programming for a Collection Condition Survey.
- Prepare SOPs for expanded use of museum collections in outreach programs with tribe and other local communities.
- Correct and reconcile NEPE accession records.
- Move the PMIS project necessary to correct the accession record deficiencies to FY2006.
- Continue to reconcile and update NEPE ANCS+ database.
- Continue to photograph historical objects, NAGPRA, and archeological artifacts.

- Continue to scan ethnographic object photographs and electronically attach them to their ANCS+ records.
- Make the museum collection more accessible through publications, special exhibits, and cultural events.
- Develop “community vault” concept for storage of tribal material culture materials.
- Explore the addition of compact storage systems to provide more efficient museum collection storage and additional curatorial workspace.
- Begin planning for future collection storage needs.
- Integrate the museum collection into the Research Center concept.



**Figure 2** Klickitat-style basket, c. 1880s, NEPE 65

# Issue C— Museum Management Program

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## Issue Statement

**Expanding the Nez Perce Research Center to encompass a broader museum management strategy is key to advancing and sustaining the park's museum program.**

## Background

Nez Perce National Historical Park, while originally created in 1965, was expanded in 1991 to include additional sites in Idaho, Montana, Oregon, and Washington, as well as Big Hole National Battlefield, a separately legislated park area (BIHO). NEPE has had a curator since 1977 and currently has a museum staff of three: a curator (GS-1015-11), an archivist (GS-1420-11), and a museum technician (GS-1016-07) as well as various temporary staff, interns, and volunteers. All permanent positions currently report directly to the chief of Resource Management (GS-190-12) although annual work plans for the museum technician are developed in consultation with the curator.

NEPE museum collections (objects, specimens, and archives) are stored in the basement of the park visitor center in Spalding, Idaho. Several years ago, the park created the Research Center which houses the park library, park archives and records, and reading room for use of materials located at the park. Object collections are located in two secure rooms adjacent to the Research Center. Although BIHO has a separate superintendent and a separate museum collection, it is part of NEPE; the BIHO museum collections are managed by the NEPE museum staff at the Spalding facility. At the present time, there is space for some expansion of the object collection, but the vault holding archival collections is quickly running out of space.

<i>Park</i>	<i>Archeo- logy</i>	<i>Ethno- logy</i>	<i>History</i>	<i>Archives</i>	<i>Biology</i>	<i>TOTAL</i>
BIHO	1,778	80	234	52,387	404	54,883
NEPE	133,727	1,982	5,232	123,034	491	264,466

**Table 1** Park collections according to the 2004 Collection Management Reports

Some collections from Lake Roosevelt National Recreation Area (LARO) are also stored at the Spalding facility.

The Research Center is extensively used by park staff and by outside researchers including the Nez Perce tribe, individual tribal members, publishers, educational institutions, and students. In fiscal year 2004, there were 1,762 research requests (2004 CMRs) and the survey (see Appendix A), completed by park staff in advance of this plan, indicated that the collections are extensively used by park staff from all divisions. This broad use reflects the positive relationship that the park has forged with the tribe in the last fifteen years or so. Many of the materials currently housed and maintained by the park are on loan from the tribe and provide the core of the fabulous Nez Perce collection of objects, photographs, and archival materials currently preserved by the park.

The 1997 *General Management Plan* reiterates the value of the collections and the relationship of the collection to the purpose and significance of the park, although the only specific discussion of park needs is mentioned on page 37: "The greatest need at the present is adequate space and staffing to facilitate maintaining and researching the collection." Later in the plan, there is mention of additional staffing needed for the park without being specific about the type or number.

Nez Perce is part of the Upper Columbia Basin Network (UCBN), which includes parks in Idaho, Montana, Oregon, and Washington. The park provides professional support to several of the parks in the network, including providing archival survey, processing, and cataloging, and providing a curator-of-record and an archivist-of-record for various parks in the network. In addition to the base budget from NEPE, the park manages the \$3,000 base increase that BIHO receives for ANCS+ and museum collections management, and \$20,000 from LARO to manage their museum collections. Some discussion touched upon providing

curator-of-record support for Whitman Mission National Historic Site (WIMI) in Walla Walla, Washington.

## Discussion

Although the park currently has about thirteen Project Management Information System (PMIS) statements related to museum and archival collections needs, they do not create a coherent museum program for the next five years for the park. NEPE is scheduled for two years of Backlog Catalog Program funds in fiscal years 2006 and 2007. It is not until fiscal years 2009 through 2011, however, that the park's cultural resource priority list has additional museum projects identified. These two projects (PMIS 72350A and B, and 7034) are particularly important projects as they address accountability deficiencies with the park accession and catalog records. These deficiencies were also the subject of an Office of the Inspector General audit in 1985 which highlighted major internal control weaknesses in museum property management. While many of those weaknesses have been eliminated, the records still need major work. These records are worked on as time permits; the recent increase in emphasis on accountability in both the NPS and the Department of the Interior makes the need to clean up these older records more critical than ever.

Unfortunately, the fund sources within the NPS available for museum collections are few. Within a cultural park such as NEPE, needs compete for the one project each park may submit under the Cultural Resource Preservation Program Base (CRPP) funding source. The two museum programs, Backlog Catalog (BACCAT) and Museum Collection Protection and Preservation (MCPPP), are tightly defined and the two PMIS projects do not meet the criteria for the funds. The project statements need to be revised to make them stronger; perhaps other parks within the network need similar record clean up that could be made into a joint project. Each park is allowed one multi-park project in addition to the park specific project. This might be a way for the park to get these projects funded earlier.

No Operations Formulation System (OFS) statement requests additional base funding for the NEPE museum program. As noted in the 1994 *Collections Management Plan*, the park is still in need of a curator (GS-1015-09) or museum specialist (GS-1016-09) to manage the collection and registrar functions. The growth of Research Center and network responsibilities would also support the need for additional permanent curatorial and archival positions in addition to project funded temporary or term positions. By developing a statement based on the park and UCBN needs, the park may be more likely to receive the funds.

Meanwhile, NEPE needs to explore other options to find additional staffing for managing and maintaining the collections. One NPS option is the intake program, a program to diversify NPS employees while providing professional training and work experience. The funds for this program do not come from the park's base but during the duration of the program, two years, the park benefits from additional trained staff while providing experience for new employees. The program brings people on board as a GS-05 and at the end of two years they are qualified for any vacant GS-09 position in the series for which they have been trained. Both the museum curator (GS-1015) and archivist (GS-1420) series would be good candidates for this program since the park has full journeyman level professionals to provide mentoring. In addition to the on-campus programs discussed below, at least two on-line museum masters programs could be woven into this program: the University of Oklahoma and George Washington University in Washington, D.C.

The good relationship that the park has forged with the Nez Perce tribe should allow this partnership to be expanded through the existing cooperating agreement to develop additional resources for collections management, preservation, and accessibility. The *General Management Plan* endorses the continuation and enhancement of this relationship. A joint NPS/Nez Perce tribe staff position in the Research Center would strengthen this relationship and increase access to the collections, providing exposure and training to Nez Perce tribal members who are interested in museum and archival collections management. The park staff is committed to hiring Nez Perce for professional positions at the park

while looking for innovative ways in which to accomplish this in a time of tighter federal budgets.

As noted above and in Issues A and B, the park is rapidly filling space in the Spalding facility. The *General Management Plan* (1997) and the *Long-Range Interpretive Plan* (n.d.) both call for the expansion of the park visitor center and headquarters at Spalding. This expansion should not only address the inadequacies of the exhibit and interpretive spaces but should also include the need for additional museum and archival storage, work, and reference space for the Research Center, and storage for archives and objects collections. This need is documented in a PMIS statement: "Expand/Rehab Obsolete VC and Headquarters" (6482). Although written in 1997, it is still in draft form and needs revision to include the need to expand museum and archival collections spaces.

In the interim, Issue B provides some alternatives including use of moveable aisle or SpaceSaver™ storage systems. This also needs to be documented in PMIS statements. The projects would qualify for Museum Collections Preservation and Protection Program (MCPPP) if the park has identified the need for additional storage space and equipment on their Checklist for Preservation and Protection of Museum Collections (Checklist). Once the Checklist has been updated and submitted to the Museum Management Program in the Washington office, PMIS statement(s) can be written.

Given the interrelationships with the Nez Perce tribe, a discussion about development of a joint facility for the Nez Perce Research Center with the tribe seems like a viable option. The park is presently protecting the Nez Perce collections for the tribe as well as many collections that are owned by the NPS but which are extremely important to the tribe. By constructing a new facility that provides more space and meets current museum and archival standards both the park and the tribe benefit. The NPS would continue to staff the center and hopefully expand it jointly with the tribe to include more professional staff.

As noted in Issues A and B, and Appendix C, the expansion of the Research Center to incorporate object and specimen as well as archives

and library collections is an important component of making it a full service facility. Although the archives part of the museum program has a five-year plan, the park now needs to establish a more forward-looking strategic plan or vision of where it wants the entire program to be in five years. This plan should not only outline funding needs, including PMIS and OFS statements, but should also articulate the role and function of the Research Center and the role of the Nez Perce tribe in the preservation, protection, and use of the collections. It could also look at the organization of the museum and archival staff into a "branch" of the Resource Management Division to provide a more integrated program for the future preservation, protection, and use of these nationally significant collections.

Other sources of funding are available for the museum collection that the park might want to explore. The 'Save America's Treasures' program ([www.cr.nps.gov/hps/treasures](http://www.cr.nps.gov/hps/treasures)) provides grants "...for preservation and/or conservation work on nationally significant intellectual and cultural artifacts, and nationally significant historic structures, and sites.

Intellectual and cultural artifacts include artifacts, collections, documents, sculpture, and works of art." (FY2005 Federal Save America's Treasures Grants - Guidelines and Application Instructions, p. 2). This program requires a dollar-for-dollar non-Federal match for all projects. The non-Federal match can be cash or donated services and does not have to be "in the bank" at the beginning of the grant. The Nez Perce tribe or the Northwest Interpretive Association (NWIA) could provide assistance in securing the non-federal match. The National Park Foundation (NPF) can also provide this kind of assistance.

The National Endowment for the Humanities (NEH) ([www.neh.fed.us](http://www.neh.fed.us)), the National Endowment for the Arts (NEA) ([www.nea.fed.us](http://www.nea.fed.us)), the Institute for Museum and Library Services (IMLS) ([www.imls.gov](http://www.imls.gov)), and other granting agencies and institutions might also provide funding for projects. The NPS cannot receive grants directly from other federal agencies; however, they can be a full partner with another institution such as the Nez Perce tribe or the NWIA to develop other programs that would further the preservation, protection, and use of the museum collections. In fact, IMLS has specific programs for Native Americans.

There are a number of graduate programs that may provide interns to do professional level museum project work under the direction of other professionals. The American Association of Museums has a list of such accredited programs including a museum graduate program at The University of Washington in Seattle, and a Society of American Archivists-recognized program at Western Washington State University in Bellingham, which leads to a Masters degree in history with a certification in archives and records management.

The San Francisco Bay area also has museum programs at John F. Kennedy University and San Francisco State University and a library program at San Jose State University.

The University of Nevada at Las Vegas has a public history program which is developing internships that might also provide students.

The NPS has a cooperative agreement with the National Council for Preservation Education that provides a clearinghouse for park interns from appropriate college and university programs. Finally, the American Institute for Conservation has a list of conservation programs.

If housing could be found, it might be possible to have free or nearly free staff with professional training work on specific projects at the park. Funding for stipends for interns can be found in a number of sources, including NPS project funds, support from NWIA, and NPS VIP programs. Students would have an excellent opportunity to work with a premier museum collection and learn about the NPS museum program, while the park museum program would benefit from trained people.

## Recommendations

- Develop a five-year strategy or vision plan for the Research Center. Complete an annual work plan for the museum program that should be included in the park's annual work plan. At the end of the year, complete an accomplishment report that indicates what has been completed and what has not because of other assignments being made.
- Continue to update and create PMIS statements to meet the needs of the program as well as add new ones based on this plan to establish a five-year museum program.
- Create an OFS statement to increase staffing to support park and network museum management needs.
- Identify other funding sources, such as Save America's Treasures, NWIA, and NPF, to request funds to accomplish the goals of the program.
- Expand partnerships with the Nez Perce tribe and other organizations to further the goals of the museum program, especially the creation of a joint position for the Research Center.
- Establish an internship program and contact graduate programs for candidates to assist in accomplishing the goals of the museum management program.

# Issue D— *Sapatq'ayn*: Bringing It Out To Be Viewed

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## Issue Statement

**Understanding the importance that the Nez Perce place on their material culture is key to making collections held by the park more accessible to the tribe and public.**

## Background

Since the inception of the Nez Perce National Historical Park, the Nez Perce tribe has been a fundamental element of it, particularly since in many respects it is the *Nimiipuu*, or Nez Perce people, culture, and history which provide the foundation for Nez Perce National Historical Park and its various activities. Unlike other national park units, which are primarily focused on providing protection and interpretation of natural phenomena or a specific historic episode, the intent behind the development of NEPE is more comprehensive. It includes preserving and protecting the resources that document the history of the Nez Perce people, and is not merely limited to one event or time. This park tells a more complete story about a people's history and relationship to the land and the resources.

As a result of these differences this park should not be tied to the traditional National Park Service concepts of exhibits in a traditional park visitor center. Rather the park should embrace and reflect as much as possible of the traditional *Nimiipuu* culture and values.

The term used here, *sapat'qayn*, describes “bringing something out to be viewed” through the vibrant and unique culture of the *Nimiipuu* and all of its manifestations—oral traditions, songs, ceremony, or a sharing of ideas and perspectives—to provide better understanding of the people and the land.

The *Nimiipuu* have always maintained recognition of their place within the environment and the teachings which have been given to them to guide their actions within it. The collections held at the park, both Nez Perce tribal and park-owned, fulfill an integral role within the community. They provide an understanding about the fundamental connection between the tribe's place within the land and the many teachings which are essential in maintaining their beliefs and identity.

The various ceremonies and the expressions of these observances are evident within the material culture of the *Nimiipuu* and serve as mechanisms which further reinforce respect for the land and the way of life. The items in the collections reflect *Nimiipuu* spirituality and provide a tangible way in which the tribe can connect with its history through the succession of people and stories associated with them. Maintaining these connections through oral traditions, songs, and so on is essential; the collections become living items among the *Nimiipuu* and are valued not only as a means to reconnect with their collective history but also as a way to share their perspectives with other people. Hopefully, with respect and recognition, the *Nimiipuu* traditions and way of life will endure for generations to come, and this unique voice will maintain its place in the world.

## Discussion

### Cultural Context

With *Nimiipuu* culture and history integrated into every aspect of the Nez Perce National Park, the park and the Nez Perce tribe must work together to formulate creative ways to reinforce the role which these collections play in the ongoing history of the *Nimiipuu*. An important part of this process is ensuring that the intellectual property rights of the Nez Perce tribe are being protected through proactive management of sensitive and sacred material. The Nez Perce community needs this broad-based assurance, particularly those who are the carriers of fundamental cultural knowledge and teachings, so that basic beliefs are not compromised in any manner. Any working partnership must be based on this important element of trust, so that the *Nimiipuu* traditions are protected from any harm, whether intended or not.

Community storage is another idea which deserves some attention, since a need has been identified for a safe, environmentally secure place to store valuable material still within the ownership of various Nez Perce families. Those who still have manuscript and material culture collections would have the ability to safely store their heirlooms, ensuring that these significant histories will remain for the next generation. Developing processes to allow family members to “check out” items for use and providing safeguards for both the families and the park would be necessary to protect both parties. However, the benefits of these arrangements would further strengthen the protection of such valued resources. Fire, theft, and the sale of these items by individual family members have been pervasive problems which have accounted for the loss of significant historical items and entire collections in the past.

Another key element of strengthening connections with the community is providing more opportunities for Nez Perce people to occupy meaningful, decision-making positions within Nez Perce National Historical Park. In 1989, a Memorandum of Agreement between the Nez Perce tribe and the park regarding this issue was drafted, so this need has already been identified. However, methodologies need to be developed to institute this important component in a more meaningful way. If the *Nimiipuu* have a significant role in telling their own story, they will provide a much needed, integral presence at the park.

## **Park Context**

The collections at NEPE have the potential to tell a much more comprehensive and compelling story about the *Nimiipuu* history and culture, and their relationship to the land. Expanding the interpretive message with more historical context of the items on exhibit would create a more dynamic realization of these themes for visitors as well as the reservation community.

For example, one who is not familiar with specific items in use by the *Nimiipuu*, such as an *isaaptekey* or parfleche, may look upon it in terms of its mere aesthetics, or use, and not realize that this item plays an important role in the traditional wedding trade, particularly among family members

of the groom. The parfleche would often be filled with dried meat, dried fish, shawls, dress goods—the types of things which a man would be expected to provide throughout a marriage—thus reinforcing his role within his family and the community. This is only one example of how the items in the collections can be a vehicle to promote further understanding of the culture and lifeways of the *Nimiipuu*.

The exhibits need to be updated from the old format so they can be changed regularly. This is not only for the interpretive reasons (such as the example above) but also for the physical well being of the objects. Hand-made items in ethnographic collections are generally made from several different types of materials. A dress, for example, may be composed of native tanned animal hide, glass trade beads, metal buttons, native and/or commercial pigments and dyes, natural sinew or commercial cotton thread, wool blanket cloth, and silk ribbon. These different types of materials may require different environmental conditions for optimum preservation, and may also require different inspection schedules and treatment options. For these reasons these types of collections need to be rotated off exhibit on a fairly aggressive schedule for regular conservation needs and proper cleaning.

## **Museum Community Context**

Over the past century social ideas, ethics, and beliefs have evolved within the context of both the *Nimiipuu* and the larger American culture. Both societies have become more sophisticated and open to new thoughts, ideas, and change. Differences in these views and approaches to life have become acceptable in the last fifty years, and embraced in the last ten. Unlike the standard park visitor center that presents past cultures or historic events, the Nez Perce Museum *and* Research Center needs to present not only past history, but also the present, vibrant diversity of Nez Perce culture.

In this respect, the museum must play the role of social activist, serving to move important messages relating to both history and current events of the culture forward through dynamic exhibits and educational programs. Disconnects between the park, the Nez Perce tribe, and the visiting public

that are perpetuated by inadequate or out-of-date exhibits and programs are irresponsible. For if the park is not serving the full needs of the community and the public as a whole, it is not upholding the intellectual responsibility inherent to a “museum” or a “research center”.

The park collections also have compelling stories to tell outside the local park and community context. An extended museum community exists at state, regional, and even international levels.

Not all the Nez Perce live on the reservation or in the local community; in fact, sizeable Nez Perce communities exist on both the Colville and Umitilla reservations. Cultural center museums also exist in both these locations, and these could well provide a venue for expanded exhibit and cultural programs developed by both the park and tribe.

In addition to these fairly local communities specific to native cultures, the larger museum community in the geographical region includes, for example, the Cheney Cowles Museum in Spokane, the Burke Museum at the University of Washington, and the State Historical Society in Tacoma. In the past, the park has also been contacted by museums in the greater Pacific coast community, such as the Mingei International Museum of Folk Art in San Diego. Relationships should also be forged with institutions on the national level that have like interests, such as the Field Museum in Chicago and the new Museum of the American Indian branch of the Smithsonian in Washington, DC.

The point to discussing the collections in the three contexts above has been to illustrate some of the activities possible and actions necessary to reach the potential represented by the wealth and diversity of these joint holdings. This is a unique park with world class collections, and the responsibility to develop an exhibit program with associated educational opportunities is expressed in the park authorizing legislation. Moreover, as shown above, this aspect of sharing important objects and their history through public exhibition and educational programming is inherent to the Nez Perce culture. In other words, doing these things is already an integral part of the *Nimiipuu* life way. As a result, it would only make sense to develop the strong partnership approach between park and tribe that is

necessary to plan and implement an active program of exhibit and education that will serve tribe, park, and public interests alike.

## Recommendations

- Develop partnership relationship between the tribe and park that provide meaningful, decision making positions at the park for Nez Perce people.
- Develop the OFS requests necessary to create these positions in both cultural and natural resources management.
- Develop a comprehensive and aggressive plan of rotating exhibits using talent from the National Park Service, the Nez Perce tribe, and specialists from private industry.
- Partner this rotating exhibit plan with high quality educational programs developed by NPS, tribe, and private industry specialists in education and learning.
- Involve the tribal elders in all aspects of exhibit and program development.
- Actively work with the tribe to secure grant funds to support exhibit and program development.
- Develop active partnerships with museums and tribal cultural centers, not only in this geographical area, but within North America as a whole.
- Through these relationships seek to promote knowledge, understanding, and appreciation of the *Nimiipuu* history and lifeways through formal exhibits and public educational programs that utilize both the objects in the collections and representatives of the living culture that made them.

# Appendix A— NEPE Survey Results

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This appendix details the results of a survey relating to the archives and collections management program at Nez Perce National Historical Park. The survey was conducted in advance of the Museum Management Plan in an effort to identify and quantify park staff need relating to the existing park archives, museum collections and library programs.

## **Survey Objectives**

The primary objectives of the survey were to determine the following:

- Percentage of staff using the park archives, museum, and library
- Percentage of staff using non-park information resources
- Primary areas (categories) of information use, and the reasons for use
- Suggestions for improvement of archives, museum, and library collections services

In addition, limited demographic information was collected to develop a length of service and experience profile, and to demonstrate equitable response from each park administrative unit.

## **Survey Methodology**

The survey target was the temporary and permanent staff of Nez Perce National Historical Park, including Big Hole National Battlefield. The survey was disseminated to a total of 31 staff under a cover memorandum from the superintendent in January, 2005, requesting that the survey be completed and returned to the park archivist. A total of 26 responses were received, representing an 84% response rate. A response rate of 12% is required for this type of survey to be considered statistically valid, so the NEPE response should be considered excellent. Responses were also well

distributed across park work units, and by employment type—factors which add to the presumed validity of the results.

The primary method used for information gathering was a checklist, with some additional supporting data gathered by filling in blanks with quantitative information. Respondents were also given limited opportunities to add written comment. Write-in responses are generally not used in surveys of this type as they often fail to elicit statistically valid responses, and those responses that are generated are often difficult to quantify. Most of the written responses in this survey were anecdotal in nature, and tended to reinforce or support information already recorded by the respondents in the checklist sections.

Since the response to the survey in general (84%) was more than sufficient to be considered statistically valid, there is a high level of confidence in considering the results as representative of the survey population as a whole. Percentages have been rounded up when 0.5 or more, and rounded down when less than 0.5.

## Demographics

Demographic information can assist with understanding motivation and needs of the respondents, in addition to documenting an adequate distribution of response across administrative division and employment status. Information collected from this survey included length of service, distribution by administrative unit, and employment status.

### Length of Service

	total	average
Years of service	320	12
Years at NEPE	196	8
Years in current position	153	6

### Distribution by administrative unit

Administration	9
Interpretation	5
Maintenance	6
Ranger	2
Resource Management	4

### Employment Status

Temporary/Seasonal	5
Permanent	21

### Survey Summaries

When reviewing survey results it is important to remember that a response rate of 12% is necessary for the results of the survey as a whole to be considered statistically valid. Within the survey, the same requirement for response to each section or question was arbitrarily set. Naturally this significance increases with the number of responses to each section or question. For these reasons the results provided below are phrased in terms of percentages of the respondents to any given section or question.

Frequency of collections use by park staff responding (26 responses):

- 81% used the library an average of 35 times each in the last year.
- 73% used the museum collections/archives an average of 52 times in the last year.
- 54% used non-service archival, library or museum resources in the last year.

The rates of use and the average times per year use claimed by this survey is almost double the same rates and averages documented for other parks where this survey has been done. It is obvious from the response that the majority of the park staff considers the library and archives/museum collections to be important, as they are using the park library an average of every 6 work days, and the archives/museum collections an average of every 4 work days. It is equally obvious that the archives, library, and museum collections are for the most part providing the types of services the staff need and expect from these resources.

In addition, over 50% of the staff is also using non-service archival, library, and museum collections in pursuit of information necessary to do their jobs. It would be interesting to determine what services are not being offered by the park that requires this number of staff to use outside resources at least once a month. A one-sheet survey to all employees requesting specific information for improving services could accomplish this.

A total of 19 respondents (73% of the total response universe) indicated they used the archives and museum collections. Respondents were allowed to pick as many types of collections as they had used. The top 8 types of collections indicated as being used by this group are as follows:

- 100% - Photographs and images
- 68% - Ethnological & Native American Collection
- 63% - Park cultural resource records
- 58% - Natural resource records/maps/images/reports
- 58% - Park administrative records
- 53% - Historic artifacts/objects
- 47% - Historic archives/records
- 42% - Archaeological artifacts/materials

The same 19 respondents as above (of all respondents reporting collections use) indicated the following as the primary reasons for using the collections. Again, the respondents were allowed to select as many of the reasons for use as applied to their circumstances. The top 8 responses are as follows:

- 100% - Personal learning
- 84% - Address internal NPS information needs
- 68% - Address non-NPS needs
- 58% - Explore needs for new information
- 58% - Develop publications
- 53% - Develop exhibits
- 53% - Information for planning/compliance
- 47% - Develop interpretive programs

These results document that the primary resources being used are the archival collections, a growing trend within the NPS, but also a high secondary use of both ethnographic and archaeological material (uncommon in recent surveys from other parks). The primary reasons cited for this use are an interesting mixture, including both advocacy and

vocational motivations (again, it is most uncommon to find this degree of collections use cited for “personal learning”).

Section II for the survey considered reasons staff may not use the resources, and/or suggestions for improvement in the way these resources are managed and made available for use. All 26 park staff respondents’ answers were considered; they were allowed to pick as many statements as they felt applied. The top responses were as follows:

- 46% - Improve electronic access to museum collection data and object information
- 42% - Provide listing and finding aids of what is in the museum collection
- 30% - Provide on-line or remote access to databases
- 27% - Provide remote computer access to collections/archives
- 27% - Improve the preservation & physical condition of the collections
- 27% - Improve customer service provided by museum staff
- 23% - Provide a work area (table space in particular)
- 23% - Provide data access and a computer work station (scanner/printer in particular)
- 15% - Provide additional professional staff to assist collection users
- 15% - Provide additional professional staff to organize and work on collections

Again, the responses to this section are different from those commonly seen in surveys done recently at other parks. First, there is nothing that significantly stands out as “something that really needs to be fixed” like we see in many other parks. Second, while the NEPE responses identify a number of the same factors for suggested improvement that are seen in other parks, the response is much more moderate and more widely spread among the available choices.

## **General Conclusions**

A number of factors stand out on the NEPE survey results when compared to surveys recently completed in other parks:

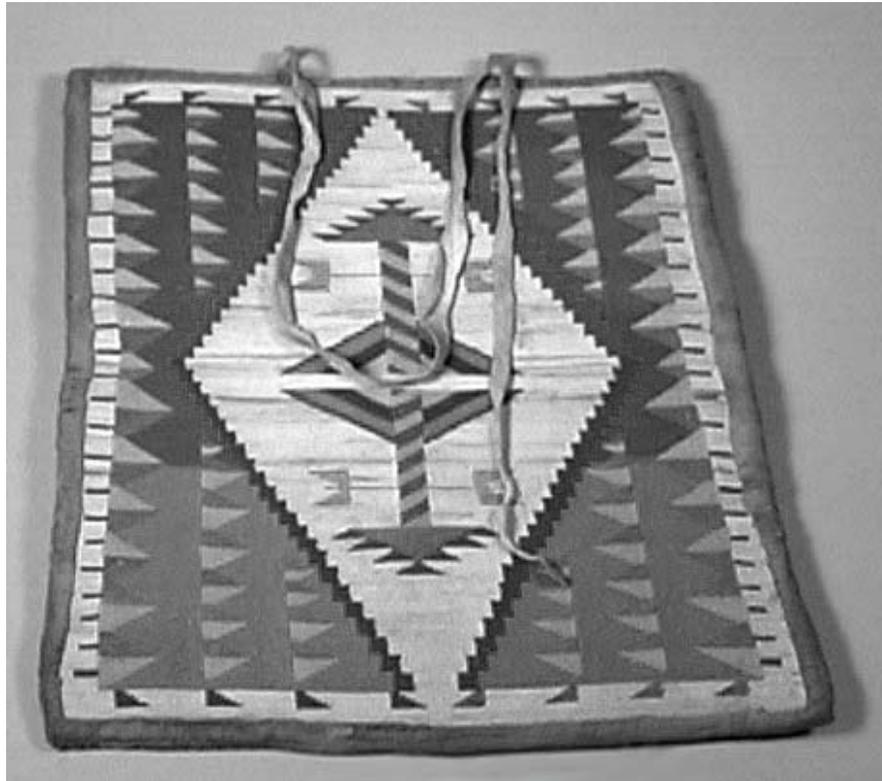
- This survey elicited an extraordinary rate of response (84%) compared to other parks.
- This survey indicates a much higher rate of use by individuals (81% for the library, 73% for the archives/museum collections) than present in other surveys.
- This survey indicates a much higher rate of return visits (35 average for libraries, 52 average for archives and collections) than present in other surveys.
- An abnormally high percentage of individuals are using the “photographs and images” (100%) and the “ethnographic & Native American” (63%) sections of the collections from what we have seen in other park.
- An abnormally high percentage of individuals (100%) state they are using the collections for “personal learning”.
- Response rates to statements regarding improvements needed are lower than normal, and spread more evenly among the statements than is normal.

The responses indicate that the NEPE library and archival/museum collections are well integrated into park operations, with a lot of use and support on the part of the staff. The majority of the park staff is comfortable with using the park collections, and use them often. There is an exceptionally high use of photographs and images, and a high use of ethnographic and archaeological collections when compared with the survey results from other parks. There is also an above average (54%) use of non-service libraries, archives, and collections and a moderate rate for that use (average of 7 times per year per individual).

The above responses indicate a “mature” program that has figured out the primary needs of the user population, and is making good efforts to meet those needs. This is indicated by the rate of use and the high rate of return use by the staff. The high rate of use experienced by the photographs and ethnographic/archaeological collections is most likely due to the homogeneous nature of these collections as related to the local community—further indication that the park collections have become primary sources for this information.

Program maturity is further indicated by the comparatively low rate of improvements suggested. However, suggested improvements include improved electronic access to collections, improved finding aids, and remote, on-line access to this information. Improved access was also indicated by requests for work tables, scanner and printer, better lighting and more “user friendly” environmental controls.

The survey format provided the park staff with the opportunity to offer individual impressions of the archives, museum collections, and library program operations in a candid manner, as well as providing a venue for staff suggestions for changes and improvement. The survey results provide park management with firm background data that should be useful in developing specific program to better manage these unique and park specific resources.



**Figure 3** Handbag, made of cornhusk, cotton, and wool. NEPE 119

# Appendix B— Collections Access Policies

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National Park Service policy not only dictates that park-specific cultural and natural collections be made available for educational and scholarly purposes, but also that these resources are managed for optimum preservation. To minimize the potential impact on the archives and museum collections, and to ensure basic security and preservation conditions, documentation, restrictions, and monitored access are necessary. The guidelines in this appendix are followed at [\[name of park\]](#) in order to provide supervised management of park-specific resources.

## Levels of Access to the Archives and Museum Collections

**All serious research—regardless of educational level—is encouraged.**

Providing different levels of access to collections is a standard curatorial philosophy underlying the policies of most major museums. Based on the information provided on the Research Application (included in this appendix), individuals will be provided access to different types of collections information or material, depending on their needs and available staff time.

### Conditions for Access

- The research application must be completed; it will be used as a basis for determining the level of access necessary, and to maintain a record of use for statistical purposes.
- Level of access will be determined by the superintendent and/or the collections manager(s). Prior to allowing direct access to the archives and collections, alternatives such as access to exhibits, publications, photographs, and catalog data will be considered.
- Access will be made with the assistance of the curatorial staff, during regular staff working hours. A fee to cover the cost of staff overtime may be required for access outside of the normal working hours.

- Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the Guest Register.
- The Guidelines for the Use of Archival and Museum Collections will be followed by all individuals with access to the collections.
- While no user fee will be required for access to the archives or museum collections, the superintendent and curatorial staff will determine what services may be reasonably offered and what charges may be required for such services as staff overtime, photography of specimens, or reproduction of documents.
- All photography of specimens and duplication of documents will take place on-site per the Guidelines for Photography of Museum Collections and Duplication of Historic Documents.
- A limited amount of space is available for researcher use of archives and museum collections. Researchers are required to check in all collections and remove all personal possessions each evening.
- [name of park] reserves the right to request copies of notes made by researchers, and requires copies of research papers or publications resulting in whole or part from use of the collections.
- There may be legal considerations (such as the Native American Graves Protection and Repatriation Act, 1991) which allow or limit access to part of the archives and museum collections.

## **Access Policy Administration**

This statement of policies and procedures is public information, and is available upon request from the following:

Superintendent

[name of park]

[address of park]

[city, state and zip for park]

Implementation of these policies and procedures has been delegated to the collections manager(s); however, the superintendent has the final authority to grant access to the archives and museum collections.

The evaluation of requests should consider the motives of the researcher, the projected length of the project, the demands upon the available space,

staff and collections, and the possible benefits of the research project. Access may be denied if thought not to be in the best interests of the resources, the park, or the National Park Service. It is expected that the superintendent will make these decisions in consultation with the collections manager(s).

With increased attention and use, the archives and collections will require increased monitoring to provide security, to detect developing preservation problems, and to facilitate prompt treatment. Regular inventory of the most heavily used portions of the archives and museum collections will be required to ascertain object location and condition.

# Research Application for Museum Collections and Historic Documents

[Name of Park]

Name \_\_\_\_\_ Telephone Number (\_\_\_\_\_) \_\_\_\_\_

Institution/Organization \_\_\_\_\_

Address \_\_\_\_\_

Date you wish to visit \_\_\_\_\_

(An alternate date might be necessary due to staffing limitations.)

Have you previously conducted research in the park's museum collection?     Yes\_\_  No

Research topic and materials you wish to see \_\_\_\_\_

## Indicate which activities you wish to do

- |   |   |
|---|---|
| <input type="radio"/> Consult catalog cards   | <input type="radio"/> Consult archeological records |
| <input type="radio"/> View objects in storage | <input type="radio"/> Study objects in storage      |
| <input type="radio"/> Draw objects            | <input type="radio"/> Consult historic documents    |
| <input type="radio"/> Other _____             |   |

## Purpose of your research

- |  |                                    |
|--|------------------------------------|
| <input type="radio"/> Book                                       | <input type="radio"/> Article      |
| <input type="radio"/> Lecture/conference paper                   | <input type="radio"/> Term paper   |
| <input type="radio"/> Thesis                                     | <input type="radio"/> Dissertation |
| <input type="radio"/> Exhibit                                    | <input type="radio"/> Project      |
| <input type="radio"/> Identify/compare with other material       |                                    |
| <input type="radio"/> Other commercial use or distribution _____ |                                    |
| <input type="radio"/> Other _____                                |                                    |

I have read the Museum Collection Access and Use/Research Policies and Procedures and agree to abide by it and all rules and regulations of [name of park]. I agree to exercise all due care in handling any object in the museum collection and assume full responsibility for any damage, accidental or otherwise, which I might inflict upon any museum property. Violation of National Park Service rules and regulations may forfeit research privileges.

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Please return to:** Superintendent, [name of park, complete address]

(reverse side: Research Application)

**Park Service Use Only**

**Identification (provide at least one)**

Institutional ID \_\_\_\_\_

Driver's License Number \_\_\_\_\_

**Research Topic**

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**Location of Research (check one)**

- Curatorial Office
  - Storage
  - Exhibit Area
  - Others
-

**Museum Objects Reviewed By the Researcher**  
**[Name of Park]**

<b>Park</b>	<b>Catalog</b>	<b>Object Name</b>	<b>Location</b>	<b>Accession</b>	<b>Acronym</b>	<b>Number</b>

**Approvals**

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

# Guidelines for the Use of Archival and Museum Collections

## [Name of Park]

The guidelines provided here are followed at [name of park] regarding use of the park's museum collections and archives. It should be noted that these resources are separate from the park's library, which is managed by the Division of Interpretation.

It is the policy of the National Park Service that its museum collections and archival resources are available for educational and scholarly purposes, and that these resources are also managed for optimum preservation. To minimize impact on these collections, it is necessary to regulate access to the materials.

Copies of the research application and the full text of the *Guidelines for the Use of Archival and Museum Collections* are available to the public, upon request from:

Superintendent  
[name of park]  
[street address]  
[city, state, zip of park]

## Availability

The museum collections and archives are open Monday through Friday, from 8:00 A.M. to 4:30 P.M. Park staff should contact the park collections manager(s) for assistance with access. The museum collections and archives are non-lending, and the materials will remain in the building.

Non-staff users must complete a Research Application (included in this appendix) prior to accessing information or materials to ensure that assistance is available upon arrival. Access will not normally be granted on weekends.

All materials must stay within the study areas provided within the collection management facility. The size and location of these areas may vary according to the time of year, requests from other researchers, and staff available. The researcher may bring only those materials needed for research into the assigned study area.

## **Registration**

The Guest Register, used to record access to museum and archival collections, must be signed when the collections are used by staff or non-staff members. Non-staff researchers are required to complete a Research Application. These forms will be retained indefinitely for statistical analysis and as a permanent record of collections use. A new application is required for each research project, and must be renewed each calendar year.

As part of the registration process, the researcher will be given a copy of these procedures to review and sign, thereby indicating his/her agreement to abide by them.

## **Use of Archival Records and Manuscripts**

Many of the park administrative records, the archeological records, and other historic reference material have been copied onto microfiche; and a reader/printer is available for limited research use by the public. Where microfiche is available, it will be used for research requests. Only in the most extraordinary circumstances will original documents be used when microfiche is available.

When microfiche is not available, the archives user should follow these procedures to ensure careful handling of all materials:

- Remove only one folder from a box at a time. Do not remove or alter the arrangement of materials in the folders.
- Maintain the exact order of materials in a folder, as well as folders within a box. If a mistake in arrangement is discovered, please bring it to the attention of museum staff. Do not rearrange material yourself.
- Do not erase existing marks on documents and do not add any additional marks.

- Do not lean on, write on, trace, fold, or handle materials in any way that may damage them.
- Use only pencils for note-taking. The use of pens of any kind is prohibited. Typewriters and computers may be used for note-taking if provided by the researcher.

## **Duplication**

The park will consider requests for limited reproduction of materials when it can be done without injury to the records and when it does not violate donor agreements or copyright restrictions. Depending on the number of copies requested, there may be a charge for photocopying. Fragile documents and bound volumes will not be photocopied. All photocopying of archival material is to be done by the museum staff.

## **Copyrights and Citations**

The revised copyright law, which took effect in 1978, provides protection for unpublished material for the life of the author, plus 70 years. In addition, all unpublished material created prior to 1978, except that in the public domain, is protected at least through the year 2002. Permission to duplicate does not constitute permission to publish. The researcher accepts full legal responsibility for observing the copyright law, as well as the laws of defamation, privacy, and publicity rights.

Information obtained from the park museum collections and archives must be properly cited, in both publications and unpublished papers. The citation should read:

(object name and catalog #) in the collection of [name of park, city, state].  
Photograph courtesy of the National Park Service."

## **Restrictions on Use**

The use of certain materials may be restricted by statute, by the creator, or by the donor. For the protection of its collections, the park also reserves the right to restrict access to material that is not fully processed, or is exceptionally valuable or fragile; and to information that may be restricted or confidential in nature.

## **Responding to Off-Site Reference Inquiries**

It is the responsibility of the park curatorial staff to attempt to answer inquiries received by letter or telephone within at least 20 days from the date of receipt. Clearly, the extent to which this reference service is undertaken will depend upon availability of staff time and the nature of the question. The receipt of written inquiries will be acknowledged by telephone if a full response cannot be provided promptly. The staff must set time limits for answering research questions, so researchers are encouraged to use the collections in person.

A record of all research inquiries will be maintained. Such a record is useful for security and for compiling statistics on research use of the collection. Use of the collections by park staff will be included in these statistics.

## **Guidelines for Handling Museum Collections**

**Handling museum collections may be hazardous. Follow the guidelines provided here to ensure safe handling.**

Archeological collections can contain broken glass and rusty metal objects with sharp edges. Historic material may retain chemical or biological contamination. Natural history collections contain chemical preservatives and possible biological contamination. Archival collections may be contaminated with mold, insects, and vermin droppings, or may contain asbestos or cellulose nitrate film.

- Use caution in handling collections, and wear gloves when requested to do so.
- Curatorial personnel will retrieve and replace material for anyone using the collections. Direct access to material may be restricted if the object is very fragile.
- Do not remove materials from storage packaging without the permission and assistance of the curatorial staff. The packaging is necessary to prevent damage and deterioration of the specimen, and to protect the researcher from potential injury.

- Always handle objects with clean hands. Use white cotton gloves when handling metal, photographs, paper, and leather objects; washed white duck gardener's gloves may be required for heavy objects.
- Do **not** use white cotton gloves when handling glass or other objects with slippery surfaces, very heavy objects, or items with friable or brittle surfaces.
- Do not pick up anything before you have a place to put it down and your path to this place is clear.
- Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone. Never carry more than one object at a time, and be particularly careful with long objects.
- Always grasp an object with two hands except for small items, and grasp the largest part or body of the object. Slide one hand under fragile items as you lift them.
- If an artifact has a weak or damaged area, place or store it with that area visible.

### **Special Objects**

- Mounted herbarium specimens should be laid on a flat surface and the folder cover and specimens handled gently, taking care not to bend the sheets or touch the actual specimen.
- Pinned insect specimens should be handled as little as possible, and then handled by the pin. Avoid bumping and strong drafts when handling these specimens.
- Skulls and skeletons should be kept in their jars or containers while examining.
- Ceramics and baskets should be supported from the bottom, never lifted by the rim or handles.
- Photographs, transparencies, and negatives should be handled by the edges, and should remain in protective mylar sleeves whenever possible. White gloves should always be used when handling photographs.
- Unrolled textiles should be broadly supported from underneath rather than by holding from the edge.

## Reporting Damage

Please report any damage you observe or cause to specimens.

## Behavior

- Food, beverages, smoking, and pets are not allowed in the storage or study areas at any time.
- Staff members are responsible for the behavior of any person accompanying them into the collections.
- Children under six years of age must be accompanied by an adult and physically controlled at all times. Other minors must be under the direct supervision of an accompanying adult at all times.

I have read and understand the above policy.

Name

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Date

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# Guidelines for Photography of Collections and Duplication of Historic Documents

## [Name of Park]

This policy documents appropriate procedures for providing photographs of [name of park] museum collections, and for duplicating original historic photographs and documents. The policy is intended to prevent damage or loss through mishandling or exposure to detrimental environmental conditions.

### Duplicate Photographs of Museum Collections

There are many possible uses for photographs of the items in museum collections, the most common being exhibits, publication and research. It is the policy of the National Park Service to encourage the use of its collections in these legitimate ventures and to make photographs of museum collections available within reasonable limitations.

Photography involves exposing often fragile museum objects to potential damage or loss from handling and exposure to heat and light. This potential damage should be minimized by photographing items as few times as possible. To accomplish this, the park will develop a reference collection of object photographs that will be available for public use. A minimal fee may be required for copies of the photographs.

In order to provide this service, and to build the necessary reference collection, the following procedures will be followed:

- Requests for photographs of items in the museum collections will be submitted to the park curator, who will establish any necessary priority for the work. Requests should be made on copies of the attached form.
- Requested items that do not have copy negatives will be photographed based on these priorities. A cost recovery charge for photography and processing may be required.
- Photography will be done at the park, under park control, to preclude the possibility of artifact damage or loss. The resulting photographic negatives and their copyrights belong to the National Park Service

- Once an object has been photographed, the negative will be maintained at the park to fill any future requests for photographs of that object. A minimal cost recovery charge through the Park Association may be required for prints.

## **Duplication of Historic Photographs and Documents**

All historic photographic processes and document types are subject to rapid deterioration from exposure to visible light and are very susceptible to damage from handling. Handling is often disastrous to these materials and causes damage such as tears, cracks, abrasions, fingerprints and stains. Handling also subjects historic photographs and documents to frequent fluctuations in temperature and humidity.

To prevent further deterioration, copies will be made of all historic photographs and documents, with the copy replacing the originals as the primary item for research and use. The original material will remain in storage, for the most part, as primary source material.

Increased requests for access to and copies of historic photographs and documents will require the following procedures to establish priorities for the duplication work:

- Requests for duplicate historic photographs and documents are submitted to the park collections manager who will establish any necessary priority for copy work.
- Requested items that do not presently have copy negatives will be duplicated based on these priorities. The originals must be accessioned and cataloged into the park collection. A cost recovery charge for duplication may be requested.
- Duplication will be done at the park, or under park control, to preclude possibilities of loss or damage of the originals.
- Once the photographs have been duplicated, copy prints and modern negatives of the originals will be maintained and used for intellectual access and for further duplication. Microfiche copies of historic documents will also be maintained and will be available for use. A cost recovery charge may be required for copy prints.

The park will provide the sufficient quality duplication necessary to fulfill all the normal requirements for suitable reproduction. Outside individuals or organizations that request use of the images will be required to use only those copies provided by the park; and they will be obligated to acknowledge NPS credit if the photographs are published or exhibited to the public. By law, users must also credit the photographer, if known.



# Appendix C—

## Research Center Components and Planning Needs

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The concept of creating a research center at Nez Perce National Historical Park is valid. Most of the components are in place, including a world class ethnographic collection, a culturally-specific archaeological collection, a very good basic library, and specific-to-the-culture archival collections that include an outstanding historic photograph section. Most of these components have grown and developed over the past several years and have become regionally recognized as resources to be consulted and utilized in both academic and practical research. As a result, both park staff and public users have begun referring to these combined collections as the Research Center.

The museum management planning team agrees with the overall concept of a research center at this park, and would like to encourage the staff to take the necessary steps to codify this approach in park planning and documentation. This may well lead to operational adjustments within the organizational component currently referred to as the Research Center. Necessary documentation of the research center concept will probably require the following:

- **Mission Statement** succinctly states the overarching reasons and purpose for creating this research center.
- **Program Goals** define the products, outcomes, and benefits expected to result.
- **Functions** outline what work tasks, jobs, and activities will be required for each program goal.
- **Roles of Primary Partners** define the responsibilities of contributing partners; how joint needs will be identified and joint decisions will be made; separate versus shared accountability; and any legal restrictions.

- **Service to Clients** identifies the expected clientele and expected needs of each; limitations on the number/type of clients; and what constitutes good service to each.
- **Policies** are necessary to make the center work, such as access to collections, duplication of center resources, intellectual property rights, handling and preservation concerns, and so on.
- **Standard Operating Procedures** define the methods and processes to be used to accomplish the necessary tasks and work, including opening and closing procedures, security, emergency operations, preventative maintenance, how tours of the areas are conducted, how incoming items are to be processed, and so on.

This basic documentation will provide the ideological parameters of the center, and give some internal structure for its operation. From this basic documentation, the park staff will be able to further identify operational components necessary to make the Research Center functional at different performance levels. Usually these different performance levels will be limited by available space, staff, funding, or a combination of these.

The available resources in space, staff, and funding will limit the performance level of the center at any given point in time, and they then become the basis for planning documents and funding requests necessary to increase those resources. This documentation may include:

- A **Strategic Plan** to identify the current performance limitations and proscribe a methodology for bringing the Center to the next level.
- An **Assessment of Needs with Partner Organizations** to provide an avenue for sharing the vision with other organizations that may be able to help with staff, expertise, joint funding requests, or by providing actual resources to accomplish joint objectives.
- An **OFS request** to identify NPS staffing needs and increased base needs.
- **PMIS requests** to identify short term project and construction needs.
- In formulating a successful strategy for the codification and development of a park research center, park staff should also realize that consolidation of resources, a holistic view, and a unified approach will be necessary in these time of limited resources.

# Bibliography

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