**THE GREATER PHILADELPHIA
RESEARCH COLLECTIONS NETWORK**

A program of the Philadelphia Area Consortium of Special Collections Libraries (PACSCL)

ABOUT PACSCL

The twenty-eight member libraries and archives of the Philadelphia Consortium of Special Collections Libraries (PACSCL) collect, care for, and share with a world-wide audience collections that, in their depth and variety, comprise an internationally important body of unique materials for students, scholars and lifelong learners at any level.

The collections of PACSCL member libraries include a total of more than 3,000,000 rare books, 200,000 linear feet of manuscripts and archival materials, and 9,000,000 photographs, maps, architectural drawings, and works of art on paper. PACSCL member libraries hold rich collections of materials on national, regional, and local history; the natural and social sciences; world history, literature and religion; art and architecture; and business and industry.

PACSCL is unique among library consortia in this country. It was born out of the conviction that the extraordinary collections of Philadelphia area libraries deserved greater visibility and broader support. In 1985, sixteen institutions came together to create PACSCL as an informal cooperative group with a shared agenda ranging from access to public programs and development. Now, almost twenty years later, PACSCL has grown in size to its present twenty-eight libraries and evolved into a mature organization. During that period, PACSCL has compiled an impressive track record in developing projects and programs that have greatly benefited member institutions and their diverse constituencies.

With generous support from The Pew Charitable Trusts, the William Penn Foundation, the Delmas Foundation, and other foundations and corporations, PACSCL has demonstrated its commitment to the importance of rare book, manuscript, and archival collections and to their role in scholarship and in public life. Its accomplishments include:

- its **Legacies of Genius** exhibition and catalogue (1988);
- its **Initiative for the 1990s I and II** cataloging and access projects (1991-96);
- a **Museum Loan Program** for auction and booksellers catalogs (1990-93);
- the **PACSCL Name Authority Project** (1991-94);
- the creation of a **Collaborative Online Public Access Catalog** for those member libraries without individual OPACs (1997-ongoing);
- a **Finding Aids Project** including EAD training, digitization of existing finding aids, and establishment of a unified search interface (1998-ongoing);
- and the **Leaves of Gold** medieval manuscript exhibition, catalog, website, CD-ROM, and children's programming (2001-02 and ongoing at http://www.leavesofgold.org/)

PACSCL also has shared its skills and expertise with the broader profession of librarians and archivists through a series of workshops and seminars on a variety of cataloging issues ranging from the description of nineteenth-century imprints to the intellectual control of ephemera. In December of 2003, PACSCL continued that tradition by gathering together some of the country's leaders in the field of research libraries to share ideas and insights on the benefits and challenges of collaboration not only with PACSCL institutions, but also with other library and museum colleagues.

As it looks to the future, PACSCL has identified some key priorities for the next few years. One involves improving access for all users through expanded, integrated, and networked cataloging and digitization programs that will build on systematic assessment of the preservation, processing, and other access needs of members' holdings. A second priority is to capitalize on members' individual professional development activities to build cooperative programs that anticipate and serve the needs of the community that we are working to build among the staffs of member institutions.

The third priority involves outreach. PACSCL is committed to helping its members enhance their reach and value to diverse research constituencies and educators, as well as supporters. Beyond that, PACSCL is committed to contributing to the cultural and economic life of the Greater Philadelphia region. PACSCL and its members support the efforts of individuals and organizations engaged in promoting cultural and heritage tourism, both as information brokers and, in the case of many members, as important destinations in their own right.

We invite you to explore PACSCL's resources together with its vision for the future by contacting any PACSCL member library or by visiting us on the web at http://www.pacscl.org/

THE GREATER PHILADELPHIA RESEARCH COLLECTIONS NETWORK

A program of the Philadelphia Area Consortium of Special Collections Libraries (PACSCL)

NETWORK OVERVIEW

Vision: Drawn by the Philadelphia region's role as one of the United States' premier centers of historical and cultural collections, researchers from around the world have integrated online access to Philadelphia area research institutions' catalogs, finding aids, exhibitions, curricular supports, and digitized holdings, developed in conjunction with a cooperative collection assessment program. Educators and community groups join scholars and participating institutions in developing these materials for school use and area historic preservation, planning, and interpretation as well as for research and exhibition.

Mission: The Greater Philadelphia Research Collections Network exposes hitherto hidden collections through an assessment project and develops shared online access to information about and selections from member institutions' holdings. It does so to serve members' constituencies, educators, regional heritage developers and interpreters, life-long learners, the international research community, and others in the general public.

Goals: 1) Encourage use of collections by researchers, faculty, students, tourism professionals, and the general public by providing enhanced electronic access to collection records via the Network
2) Encourage use of collections by exposing hidden collections, and develop priorities for cataloging and collection care
3) Encourage users to consider collections and resources in new ways through a portal that incorporates a Geographic Information System into the Network
4) Identify key audiences and build targeted programs to reach those audiences
5) Build skills, knowledge and community among member staff
6) Develop financial resources to support the Network

Means: 1) A shared Online Public Access Catalog (OPAC) of six members
2) Integrated single-search access to the OPACs of all members using Z39.50 compatible records
3) Integrated access to members' Encoded Archival Description finding aids, online exhibitions, curricular supports, and digitized collections via an Open Archives portal
4) A collaborative manuscript collection assessment project using the protocols developed by The Historical Society of Pennsylvania

5) Training and support for the assessment and preservation of the records of the region's past and present cultural institutions
6) Shared presentation of materials from members' holdings relevant to sites in the City of Philadelphia via the City's Geographic Information System
7) Survey of members to identify audience segments
8) Consideration of audience needs and development of programs to promote the Network and its resources to these audience segments
9) An annual professional development program including two lectures or workshops per year, sharing of expertise and mentoring across member institutions, and opportunities for staff on a variety of levels to engage with colleagues, and increase familiarity with collections, at other member institutions.
10) A campaign to increase the membership base by 50% from 2002-2007, and to produce a tiered dues structure to increase annual dues income
11) A series of funding initiatives to advance individual Network features and to build endowment to assure sustainability

Outcomes: The meeting of these goals by these means will:

1) Increase and refine the use of Network members' holdings
2) Expand community awareness of and engagement with Network members individually and collectively
3) Help educators draw on these holdings more substantially and systematically
4) Serve further regional heritage development and interpretation
5) Build the capacity of the cultural community in the Greater Philadelphia area through records management training and support
5) Foster shared exhibitions, digitization projects, and other programs among Network members
6) Provide access to metadata that allows the international community of scholars to explore and engage with Philadelphia's incomparable research collections
7) Encourage Network members to rationalize further their collecting
8) Provide the technological infrastructure and collections discovery to support outreach efforts to target audiences
9) Increase the ability of member staff to serve their institutions and their audiences
10) Build organizational capacity and sustainability within PACSCL and its member institutions
11) Provide information on platforms, protocols, and means of collaboration to develop a model for similar projects among diverse groups of regionally or topically related collecting institutions

THE GREATER PHILADELPHIA RESEARCH COLLECTIONS NETWORK

A program of the Philadelphia Area Consortium of Special Collections Libraries (PACSCL)

THE ONLINE PUBLIC ACCESS CATALOG/ Z39.50 PORTAL INITIATIVE

Vision: Researchers, students, educators, and community groups are able to search Philadelphia area special collections libraries' online catalogs through a single point of entry using Z39.50 protocols, by way of a shared OPAC created and maintained by six PACSCL members.

Mission: To provide a common interface to the OPACS of PACSCL member libraries so that researchers and other constituents can reach the records of all member library catalogs with a single search.

Goals: 1) Establish the core of the PACSCL-wide search interface by migrating six PACSCL members to a robust consortial OPAC that fully supports Z39.50 searching

2) Devise a mechanism for meaningful and precise searches for research collection users; searches, in other words, that do not include multiple and extraneous results from general collections in large multipurpose libraries (e.g., Free Library of Philadelphia, university libraries)

3) Encourage and inform researchers and a variety of publics about the depth and breadth of holdings in PACSCL member libraries by exposing them to search results across institutions

4) Promote previously unidentified aggregations of materials on significant topics held by multiple member libraries

Means: 1) Migrate six libraries from Auto-Graphics to ExLibris

2) Explore and develop ways of structuring catalogs to allow searching of special collections materials and/or special topical collections with technical staff of member libraries and their OPAC vendors.

3) Create a common search portal on the PACSCL website and publicize it to member library constituencies and PACSCL's various publics

4) Identify new clusters of research materials and facilitate exploration of these clusters

Outcomes: The meeting of these goals by these means will:

1) Expose researchers and other publics to the full range of records from all PACSCL institutions that relate to their search criteria, including previously un- or under-explored materials

2) Encourage more researchers to visit Philadelphia and to plan longer research trips. Limited research budgets are more efficiently deployed because researchers can more easily identify all relevant materials

3) Encourage more extensive use of PACSCL member collections by local constituencies, who will explore and engage with resources of which they were previously unaware

4) Encourage more refined and better distributed collection development by PACSCL members

THE OPEN ARCHIVES INITIATIVE

Vision: Providing one-stop global access to the range of digital objects created by a consortium of diverse but geographically proximate institutions collaborating in a unique and pioneering way.

Mission: To design, develop, implement, and test a prototype Open Archives (OA) portal that would serve as a gateway to consortially created digital files, including finding aids, books, articles, indexes, manuscripts, and exhibits.

Goals: 1) Create a unique collaborative IT program within the consortium that will foster both the development of the OA portal and further undertakings in the future
2) Reconcile all issues of proprietorship so that open access also means equal access
3) Facilitate the planning process for scholars and others seeking to do research in the greater Philadelphia area
4) Develop policies, procedures, and protocols that will be of value to other institutions and consortia ("best practices")

Means: 1) Identify all participants and players for the pilot project
2) Identify host institution and key IT staff[*]
3) Determine files to be harvested
4) Build or adapt indexing and serving tool for the portal
5) Design presentation face for the portal
6) Harvest and load OA metadata
7) Test portal functionality and robustness
8) Provide feedback loop for clients

Outcomes: The meeting of these goals by these means will result in:

1) An efficient, effective prototype OA portal
2) A new model of collaboration and cooperation in providing access to digital assets
3) Ease of access by scholars and researchers to consortial digital assets

---

[*] The University of Pennsylvania Library has indicated an interest in hosting the project, contingent on the nature of support it receives for its participation.

THE CONSORTIAL SURVEY INITIATIVE

Vision: The research community gains access to hitherto hidden collections as the result of a collection assessment project that gathers comprehensive, collective, and quantifiable data about backlogs of archival collections in PACSCL member institutions. At the same time, PACSCL members gain preliminary control over and prioritize the address of the needs of their collections. As a result, they shape future individual and collaborative access projects and collection development.

Mission: To survey and assess the archival backlogs of PACSCL member institutions in order to inform the addressing of their preservation and access needs and create preliminary descriptions of collections previously hidden.

Goals: 1) Using The Historical Society of Pennsylvania (HSP) protocols as a model, develop a common assessment culture and standard across PASCSL institutions
2) Quantify our knowledge of our archival collections
3) Use that quantified knowledge to develop proposals individually and collectively that address the access needs of our collections
4) Make preliminary collection-level records available to the research public through an integrated, searchable, web-based database of selected survey data and notes
5) Create tools that will help other consortia assess their collections' needs, including survey instruments, guidelines, and a cooperative database

Means: 1) Determine which institutions wish to participate and identify the key participants at each repository. Key participants or a subset of these people then do the following: work together to define "backlog" and "collection" and adapt the HSP survey model to suit the more diverse needs of the consortium members without losing the benefit of a uniform survey methodology; develop training for the survey team, which will most likely include permanent staff at participating institutions as well as a person or people hired specifically for the project; review and revise the ratings criteria sheet developed by HSP; and adapt the HSP survey database or develop a new one that will be used to capture data at each institution
2) Recruit and train survey team
3) Conduct survey and analyze data
4) Make brief, collection-level descriptions, based largely on data collected during the survey, available to researchers via a common web-based portal

5) Report results to PACSCL member organizations and other consortia of research libraries

Outcomes: The meeting of these goals by these means will:

1) Provide a model of a cooperative, cost-effective approach to addressing the national problem of hidden research collections
2) Enhance PACSCL member organizations' knowledge of our collective holdings and the great extent to which they overlap
3) Help researchers locate "new" archival collections that had been hidden in backlogs
4) Facilitate the development of collaborative project proposals that focus on common themes, collections with a high research value, and/or collections at risk due to their poor condition
5) Encourage PACSCL members to rationalize further their future collection development in relation to each other

THE GREATER PHILADELPHIA RESEARCH COLLECTIONS NETWORK

A program of the Philadelphia Area Consortium of Special Collections Libraries (PACSCL)

THE GREATER PHILADELPHIA
CULTURAL RECORDS MANAGEMENT INITIATIVE

VISION: Philadelphia-area repositories assess and process on a priority basis their own and other cultural institutions' records. Cultural institutions develop records management programs, assess and care for their current and in-house archival records, and in some cases place archival materials on deposit with PACSCL member institutions. Researchers have access to metadata describing the rich trove of records chronicling the history of the Greater Philadelphia area's many cultural institutions.

MISSION: To offer the greater Philadelphia cultural community an opportunity to assess, care for, and make available to scholars its documentary heritage by providing records management training and by finding document repositories among PACSCL member institutions as appropriate, and by providing metadata via the Network.

GOALS: 1) Identify current records management practices of area cultural institutions
2) Provide training opportunities to help area cultural institutions develop records management programs
3) Survey and assess unprocessed or underprocessed cultural organizations records in PACSCL member libraries (including their own archives)
4) Identify potential record repositories among PACSCL member institutions for cultural organizations in need of such services
5) Make metadata on cultural organization records available via the Network.

MEANS: 1) Survey current records management practices of the approximately 260 members of the Greater Philadelphia Cultural Alliance (GPCA) via an online questionnaire.
2) Develop records management programs appropriate to these cultural organizations, based on survey results and existing training programs currently available via the National Archives and Records Administration, Mid Atlantic Region; create mentoring programs in partnership with the Liberty Bell Chapter of the American Records Management Association.

3) Identify relevant data from the Consortial Survey Initiative to indicate PACSCL member records and records on deposit at PACSCL institutions in need of processing.
4) Survey PACSCL institutions to determine which ones will accept cultural organization records, and upon what terms
5) Create appropriate records to be placed at host institution OPACs and/or at PACSCL OA portal.

OUTCOMES: The meeting of these goals by these means will:

1) Teach Philadelphia area cultural institutions how better to manage their own records
2) Keep valuable records from being lost by providing appropriate document repositories
3) Make information on these records available to researchers
4) Provide a national model for a new kind of collaboration involving collecting institutions, performing organizations, and the business community.

THE GREATER PHILADELPHIA RESEARCH COLLECTIONS NETWORK

A program of the Philadelphia Area Consortium of Special Collections Libraries (PACSCL)

THE PHILADELPHIA
GEOGRAPHIC INFORMATION SYSTEM (GIS) INITIATIVE

Vision: Researchers will be able to call up a digital map of Philadelphia for a given year, point a cursor at a particular spot, and call up related information, such as the history of that building, photographs of it, the account books of a business that once owned it, or records identifying residents. They will also be able to move backward and forward in time to examine land use prior to construction or to see what replaced the original building in the 1950s, or to understand shifts in residence or employment patterns. This resource will offer an extraordinary research tool for scholars, urban planners, architects and designers, historic site interpreters, tourists, and students. It builds on prior work of two important PACSCL partners: the City of Philadelphia Department of Records and the Philadelphia Architects and Buildings Project (PAB).

Mission: To develop an innovative system for spatial (geographic) and temporal access to the wide range of materials documenting Philadelphia in PACSCL collections and those of other collecting institutions in the greater Philadelphia region. This system will provide a freely accessible historical and cultural layer to the Philadelphia region's Geographic Information System, based on and linked to the new city map developed by the Department of Records and drawing on materials from the Philadelphia Architects and Buildings Project.

Background: This initiative has at its foundation the extraordinary work of two partners and draws on the rich holdings of more than forty research collections, including many of the members of the Philadelphia Area Consortium of Special Collections Libraries. The founding partners and work include:

City of Philadelphia, Department of Records – as the official record keeper of the city, the department holds authoritative land records as well as collections of photographs documenting the city's history and growth. The historical base map of land records has been scanned and converted to vector. Migration to fully digital land record keeping is underway – this provides an accurate base upon which multiple layers of geographic information can be added. So far, $5.1 million has been invested by the city in this project.

Philadelphia Architects and Buildings Website – a $2.3 million project linking information from many institutions in the Philadelphia region to provide historical

information on the built environment and an online digital image library of items in area collections. PAB also provides the beginnings of an historical GIS, linking buildings to a particular address and location on the map. The PAB website is at http://www.PhiladelphiaBuildings.org.

Goals: 1) Support development of a free, web-based portal for searching by address and map
2) Survey, assess, and prioritize holdings to add to the project
3) Build on the City of Philadelphia's base map by adding from the rich collections of maps in PACSCL member collections
4) Build a scalable model that will permit incorporation of a wide range of data from member collections and application of the Philadelphia model by other communities

Means: 1) Assemble an external Advisory Board. We would add academic members to the board currently in place for the Philadelphia Architects and Buildings Project. External members of that board include:

- Caroline Arms, Program Coordinator, National Digital Library Program, Library of Congress, Washington, DC
- David Baldinger, Mayor's Office of Information Services
- Sherry Birk, Director, The Octagon, American Architectural Foundation
- Jean Cutler, Director, Bureau of Historic Preservation, Pennsylvania Historical & Museum Commission, Harrisburg, PA
- Jeffrey A. Cohen, Ph.D. Bryn Mawr College, Director of Places in Time Project
- Katherine Martinez Coleman, Ph.D., Librarian, Fine Art Library, Fogg Museum, Cambridge MA
- Julia Moore Converse, Director, Architectural Archives, University of Pennsylvania
- Angela Giral, Director, Avery Architectural Library, Columbia University, New York, NY
- James Green, Philadelphia City Planning Commission
- Sarah Turner, Archivist, American Institute of Architects Archives, Washington
- Walter R. Rice, computer consultant, Philadelphia, PA
- Sandra L. Tatman, Ph.D. University of Delaware, co-author of *The Biographical Dictionary of Philadelphia Architects* (Boston, 1985)
- Richard Tyler, Ph.D., Historic Preservation Officer, Philadelphia Historical Commission

Potential invitees include Gary Nash, UCLA and Bernard Herman, University of Delaware

2) Continue to develop the portal used in the Philadelphia Architects and Buildings Project in a robust, scalable, and user-friendly fashion. The ideal is to

deliver information in four dimensions: the x-y coordinates of the map; the third dimension of photograph or drawing; and the fourth dimension of change over time

3) Select priority documentation among an initial group of institutions, including the Athenaeum of Philadelphia, the City of Philadelphia Department of Records, the Free Library of Philadelphia, The Historical Society of Pennsylvania, The Library Company of Philadelphia, National Archives Mid Atlantic Branch, and the University of Pennsylvania. Develop a model for assessing and prioritizing other institutions and collections for inclusion in a second phase

4) Add maps. PACSCL collections currently hold more than 25,000 sheets of historical large-scale maps/atlases that by themselves provide enormous amounts of information. A small sampling of these could be scanned and added to the GIS to assess the challenges and possibilities of later inclusion of greater numbers. Large format (4 x 6 feet) scanning capability already exists at the Athenaeum of Philadelphia

5) Focusing on a small set of broad historical themes, such as race and ethnicity, immigration, politics, the built environment, and neighborhood and (historical) environmental changes, develop a model GIS integrating maps with the rich array of architectural drawings, photographs, manuscripts, and ephemera held in PACSCL collections. Develop an appropriate interface to allow constituents ranging from academic researchers to economic developers to individual community members to investigate and understand the rich background of the region

Outcomes: The meeting of these goals by these means will:

1) Produce a scalable model for a shared GIS system that can be enhanced by the addition of more holdings and partners, and that can be used by other cities and regions
2) Allow a fuller understanding of Philadelphia as a place among scholars, students, visitors, tourism professionals, and the general public, by integrating historical land records held by the City of Philadelphia with photographs, maps, architectural drawings, and other information in collections of PACSCL member libraries and other Philadelphia collecting institutions

STRATEGIC PLAN OVERVIEWS

Outreach

As part of its ongoing strategic planning process, the Communications and Outreach Committee of PACSCL surveyed its twenty-five members in early 2004 to determine the importance of various constituencies to these very diverse institutions. This survey identified two broad audiences as the highest initial priorities for PACSCL:

- The international community of research scholars, including faculty and students at the region's institutions of higher learning / fellows and professional staff at research libraries

- The community of general users, including K-12 students and their teachers; tourists and the tourism professionals who serve them; and lifelong learners throughout the Greater Philadelphia area

A comprehensive outreach program will be a priority for 2006 and beyond, after PACSCL has secured the necessary funding, developed the technological infrastructure and conducted the collection assessments that comprise the Network. In the nearer term, PACSCL is exploring two pilot projects that will assist in identifying best practices to inform future outreach efforts to two important constituencies and to build on external opportunities:

- Modern Language Association (MLA): This annual conference of some 2,000 scholars will be held in Philadelphia December 26-31, 2004. PACSCL is investigating complementary activities to introduce these scholars to the rich library resources in the region to encourage use of these resources at the time of the conference and beyond.

- National History Day: PACSCL is participating in a multi-institutional initiative to bring the National History Day competition for middle-school and high-school students back to Philadelphia in the spring of 2005. The competition is tentatively scheduled to be held at the National Constitution Center.

PACSCL continues to reach out to all of its constituencies in the meantime through its website at *http://www.pacscl.org*, which includes everything from contact information and current programs at member institutions to on-line exhibitions to OPACs.

Professional Development

In a 2002 workshop on PACSCL's future and subsequent strategic planning meetings, PACSCL identified professional development for member staff as one of its core values.

Implementation of early professional development activities began in early 2003 with a questionnaire that identified expertise in subject areas, technical competencies, and foreign language abilities that member staff were willing to share with one another. This was followed by a second survey in summer 2003 to identify professional development topics and program formats for formal and informal professional development sessions. Since then, PACSCL has committed itself to a minimum of two formal presentations a year, supplemented by informal programs and activities. These have included:

- A December 2003 symposium, "Consorting with the Future: Issues and Opportunities for Consortia of Academic, Research, and Special Collections Libraries." Held at The Historical Society of Pennsylvania and The Library Company of Philadelphia, this half-day event was attended by more than 100 special collections librarians from PACSCL institutions and others in the Greater Philadelphia area, as well as representatives from several area funding agencies. Speakers included Deanna Marcum, Associate Librarian for Public Services, Library of Congress; Robert Martin, Director, Institute for Museum and Library Services; and the heads of three professional associations serving the academic and research library community. A copy of the program is attached; texts of speaker presentations may be found online at *http://www.pacscl.org/news/2003/symposium_report.html*

- A March 2004 workshop on the Open Archive Initiative, presented by John Ockerbloom and Michael Winkler at the University of Pennsylvania Library. This workshop and subsequent discussions provided the impetus for the development of PACSCL's own Open Archive portal initiative.

- A May 2004 breakfast on the topic of "The HSP Model of Collection Assessment," led by David Moltke-Hansen and Rachel Onuf of The Historical Society of Pennsylvania. It provided an overview of the process developed by HSP under the auspices of a grant from The Andrew W. Mellon Foundation. This model provides the framework for PACSCL's own consortial survey initiative.

Less-formal programs have included tours of member libraries and demonstration of special equipment, such as the large format digital camera recently purchased by The Athenaeum of Philadelphia for its Philadelphia Architects and Buildings Project. PACSCL member staff have also provided informal mentoring on technological issues such as OPAC management software and image databases.

PACSCL is committed to continuing its professional activities. Plans for the near term include:

- A workshop on copyright, intellectual property, and resource recovery (fall 2004)

- A workshop on conservation best practices, including a look at when to conserve in-house and when not to (spring 2005)

- A major symposium, to which other institutions and stakeholders will be invited. Although the topic is currently under discussion, it is hoped that this symposium can introduce some of the issues and progress of the Greater Philadelphia Research Collections Network

PACSCL expects to continue to carry out its professional development activities from operating income and through support from member institutions.