We present a double feature in this issue of Cross Ties, focusing on the efforts of The New Jersey Historical Society and the University of Baltimore to engage the public in a thoughtful consideration of the race riots that rocked Newark in 1967 and Baltimore in 1968.

What's Going On? Newark and the Legacy of the Sixties

“What a wonderful time it was.” So said a recent visitor to The New Jersey Historical Society’s exhibit, What’s Going On? Newark and the Legacy of the Sixties, which examines the 1967 Newark riot/rebellion. How could this era of civil discord be called “a wonderful time”? The visitor explained that he did not think it was wonderful living through the chaos, anger, and fear catalyzed by the riot, but the exhibit, he said, placed him right back in 1967 – the days, weeks, and months before the riot, when the world was changing, when the status quo was being challenged on all fronts, when we, as a society, began to look at how we lived and loved and demanded more -- more accountability, more understanding, more brotherhood, more care for the socially disenfranchised.

While a pivotal time in Newark’s history, the 1967 riot/rebellion has received little scholarly attention and has seldom been examined within the context of the times. It has remained much misunderstood and continues to evoke passion and pain among Newark residents and their neighbors. The creators of What’s Going On? thus felt that the exhibit and related programs, above all else, had to be of service to the public. We wanted to create a space for civil discourse and open up opportunities for diverse points of view to be expressed and respected. We wanted visitors to interrogate their memories of the riot/rebellion and use those memories to examine the Newark of today and imagine a better Newark for tomorrow. And we wanted to do this in a way that would not be so overpowering or offensive that visitors would stay away.

We approached this goal in several ways. In addition to stating the facts of “what happened” during those five days in 1967, the exhibit places those events in national context and represents different perspectives on them, reflective of the diverse racial and ethnic groups that populated Newark at the time and in the present. This last was accomplished by placing selected quotations from the nearly one hundred oral history interviews conducted in conjunction with What’s Going On? throughout the exhibit on flat screens, ipods, and listening stations. Equally important, we helped to constitute and then worked with a committee of leaders of Newark’s cultural, educational, social service, and political organizations to plan additional events commemorating the riots, thereby opening up multiple venues for reflection and the exchange of ideas.

Have we been successful? By visitor accounts, What’s Going On? Newark and the Legacy of the Sixties successfully chronicles what happened in July 1967 and why it happened. It is also catalyzing local citizens to both explore the Newark of today and consider what we can do, as individuals, to insure a better Newark of the future. More continued on page 2...
2008 FREDRIC M. MILLER MEMORIAL LECTURE

David Schuyler, the Arthur and Katherine Shadek Professor of the Humanities and Professor of American Studies at Franklin & Marshall College in Lancaster, Pennsylvania, will deliver the tenth annual Fredric Miller Memorial Lecture Thursday April 17th at Rutgers University in Camden, New Jersey. The co-editor of three volumes of The Frederick Law Olmsted Papers, including most recently The Years of Olmsted, Vaux & Company, 1865-1874 (1992), Schuyler will assess the creation of New York City’s Central Park and its legacy on the occasion of the 150th anniversary of the adoption of the Olmsted and Vaux greenward plan of 1858.

Schuyler is also the author of a number of books in urban and planning history, including A City Transformed: Redevelopment, Race, and Suburbanization in Lancaster, Pennsylvania, 1940-1980 (2002); Apostle of Taste: Andrew Jackson Downing 1815-1852 (1996); and The New Urban Landscape: The Redefinition of City Form in Nineteenth-Century America (1986). He is co-editor of From Garden City to Green City: The Legacy of Ebenezer Howard (2002).

The lecture will begin at 5:00 P.M. in Penn 401 on the Rutgers Camden campus. A reception will follow. Email Howard Gillette at hfg@camden.rutgers.edu for reservations and directions.

Baltimore ’68: Riots and Rebirth

In the wake of the assassination of Dr. Martin Luther King, Jr. on April 4, 1968, civil disturbances rocked Baltimore and 140 other cities around the country. Despite the riot’s importance to our city’s past, present, and future, there has been little effort to document or interpret it.

Linda Epps is President and CEO of The New Jersey Historical Society. What’s Going On? will be on view at the Society through fall 2008.

The Frederick

http://www.ubalt.edu/baltimore68

Three days of scholarship, art, history, and civic dialogue

April 3 – 5, 2008
University of Baltimore

For further information and to register for the conference, go to www.ubalt.edu/baltimore68

Would allow us to construct knowledge and collaborate with a broad range of people and organizations. The outcomes so far have been varied and unpredictable. Hundreds of students have conducted original research, collected oral histories with dozens of community members, and compiled a commemorative calendar. We have created a driving tour of the commercial districts affected by the riots. Much of this material is publicly available via the Baltimore ’68 website. A strong arts component includes the development of a dramatic presentation based upon the oral histories and a meditation garden on campus. We are planning a public conference April 3—5, for which we anticipate a large audience.

The public dimension of our work has been strengthened by several partnerships, including with the Maryland Humanities Council; WYPR, Baltimore’s National Public Radio affiliate; the Annie E. Casey Foundation; and three Baltimore City high schools. Our efforts will continue after April through a series of community dialogues in collaboration with the Central Maryland YMCA.

It was not inevitable that UB would expend resources to wrestle with our community’s difficult past. Yet we believe it is increasingly important for urban universities with a public mission such as UB to serve as catalysts for community examination of risky subjects like the legacy of civil unrest and protest. Even a city still in pain may be willing to find catharsis when people of good will provide the vehicle and space.

Jessica I. Ellenbein is Professor of History and Associate Provost for University Engagement at the University of Baltimore and heads the Baltimore ’68 project. Elizabeth M. Nix is Visiting Assistant Professor of History at the university and a member of the project steering committee.
In New Jersey, supporters have announced plans to open a museum commemorating the history of the John A. Roebling’s Sons Company in 2009. Located on the site of the company’s manufacturing complex near Trenton, the museum will occupy the 8,000 square foot Main Gate building and feature models and photographs of Roebling-made bridges as well as examples of the different gauged wires made at the plant. Development has been aided by the Environmental Protection Agency, which rehabilitated the Main Gate building and seven-acre mill yard at a cost of $6 million. John A. Roebling is known especially for his construction of the Brooklyn Bridge, which celebrates its 125th anniversary May 24, 2008. For further information, visit: http://www.roeblingmuseum.org/.

Seeking to build a civic culture that respects and conserves the ecological and cultural heritage of the Hudson River Valley, the Center for Humans and Nature based in New York City has launched a program of regional forums that will culminate in 2009 with an area summit and white paper. Forming a partnership with the New-York Historical Society and the American Museum of Natural History as well as an environmental consortium of some forty colleges and universities, the program has been conceived by Strachan Donnelley, the Center’s president and former president of the Hastings Center, a bioethics organization in Garrison, New York. Donnelley’s intention is “to consider human and natural interactions with the aim of building up the region’s biological and cultural diversity.” For further details, go to: http://www.humansandnature.org/projects/ongoing_projects/hudson_river_watershed_shared_landscapes_and_civic_responsibilities/

With support from the Institute of Museum and Library Services (IMLS), the M.A. Museum Professions Program at Seton Hall University in South Orange, New Jersey, is launching the Institute of Museum Ethics, aimed at helping museum professionals create more transparent, accountable, and socially responsible institutions. Under development are a national conference scheduled for November 15, 2008; two new courses on museum ethics in the Museum Professions Program; workshops to help faculty infuse ethics across the museum studies curriculum; and a Web portal with tools that will assist museum professionals incorporate ethics into ongoing operations.

Also with support from IMLS, the Rochester Institute of Technology’s Image Permanence Institute (IPI) will investigate a Web-based system for environmental risk analysis called WebERA. Using a pilot group of ten museums and five libraries, this project will demonstrate a tool that allows museum and library environments to be evaluated and monitored through Internet connections. Conceived in response to a key finding of the Heritage Health Index, the project is based on the premise that environmental risks can be managed and mitigated if they are identified, quantified, and then communicated to museum leadership and facilities managers. For further information about this and other IPI research programs, go to: http://www.imagepermanenceinstitute.org/

The American Revolution Center (ARC), a nonprofit corporation with a large collection of colonial-era artifacts, came one step closer to developing a museum dedicated to the story of the American Revolution when it purchased seventy-five acres in Montgomery County from the Catholic Archdiocese of Philadelphia last September. Located adjacent to Valley Forge National Historical Park, the site, which will also include a conference center and hotel, has aroused opposition from conservation groups concerned about environmental impact. ARC traces its roots to the Valley Forge Historical Society, founded in 1903 by Rev. Dr. W. Herbert Buck, a collector of Washington memorabilia.

Outstanding websites are available for both the New Jersey Historical Commission’s What’s Going On? Newark and the Legacy of the Sixties exhibition and the University of Baltimore’s Baltimore ’68: Riots and Rebirth project.

http://www.6riots.rutgers.edu/
This website presents information about the Newark and Detroit riots of 1967, including interpretive essays and maps, a list of victims, video clips of oral history interviews, and bibliographies. Viewers can also record their own memories of events.

www.ubalt.edu/baltimore68
This site includes a timeline of the Baltimore ’68 riot, a driving tour of the riot-affected area, transcripts of oral history interviews, reports and documents related to the riot, and a retrospective calendar for 1968 with links to primary documents for the period.

http://www.nj.com/newark1967/
Sponsored by New Jersey newspapers, this document-rich site includes interpretive essays, feature articles, personal recollections, primary documents and other materials related to the 1967 Newark riot.


Martin Luther King, Jr., his life, work, and death, is the subject of these sites:

www.kinginstitute.info
The Martin Luther King, Jr. Research and Education Institute
Located at Stanford University and the home of the King Papers Project, this content-rich website includes primary sources, a bibliography on King and the Civil Rights Movement with links to some secondary sources, a very useful King Encyclopedia, and several lesson plans.

The Museum of Broadcast Communications
This links to a description of news coverage of King’s death and includes video of CBS News’s 14 minute Special Report on the night of his death; the site also includes numerous radio and television programs related to the civil rights movement.

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http://www.nj.com/newark1967/07/a_qa_with_kevin_mumford.html
**FEATURED RESOURCE**

**Distance Learning at the Bronx Zoo**

Distance Learning Expeditions, a program of the Bronx Zoo in New York City, uses new technologies to deliver creative educational programs in new ways, thereby expanding the zoo’s reach and circumventing problems of limited resources within schools. Through the medium of two-way videoconferencing, the Expeditions program brings live animals into K-12 classrooms around the United States and Mexico in a presentations ranging from an exploration of the role of color in animal survival for primary grades; to the peculiar adaptations of land animals’ feet for middle schoolers. Through the use of remote live-cams, older students can observe gorillas in the zoo’s Congo Gorilla Forest exhibit as a starting point for discussion about the predicament of this threatened species and critical issues in conservation.

In 2007, the zoo delivered more than 330 programs, reaching almost ten thousand students and teachers, most of whom are not likely to visit the Bronx Zoo in person. Erica Sopha, program coordinator, notes that programs allow students to observe animals in ways that are generally not possible even if they were physically present. For example, she explains, “A camera allows me to show students the underside of a hedgehog when it’s curled into a ball. The students can see the little wet hedgehog nose sticking out from under hundreds of sharp quills. The hedgehog sniffs, thinks about making an appearance, opens just a little, thinks better of it, and tightens back into a ball. This is an unlikely sighting even during a live personal zoo visit.” Most importantly through, “Students feel excited during the programs. They ooohlh and ahh throughout, giggle and bounce in their seats.”

Programs are highly interactive, thus aligning the benefits of technology with modern pedagogy. They run from forty-five to sixty minutes during regular school hours, include teacher support material, and conform to National Science Education Standards. For further information, including cost, technical requirements, and contact and registration information, go to [http://bronxzoo.com/bz-education/distance](http://bronxzoo.com/bz-education/distance) and click on the link to Distance Learning Expeditions.

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**MARCH HAPPENINGS**

The Andrew Mellon Foundation has awarded MARCH $25,000 to spark fresh research in American industrial history. Building on MARCH’s four-year engagement with the Bethlehem Steel site, the Mellon project will bring an interdisciplinary group of scholars to Rutgers-Camden for a two-day workshop this June. Workshop participants will seek to articulate a bold and wide-ranging research agenda for industrial history, one that will integrate social, cultural, political, technological, environmental, and global questions and outline a framework for understanding the twentieth century through its hallmark industrial development. Given the pervasive importance of industrialization to the Mid-Atlantic region, MARCH is pleased at the chance to stimulate this new research effort. The project precisely expresses MARCH’s mission to bridge the humanities in the academy and in public practice, as we anticipate consequences from this workshop both for scholarship and interpretation.

MARCH has also submitted a proposal to the National Endowment for the Humanities for an implementation grant to support public programming in Bethlehem in the period leading up to the opening of the Sands Casino in 2009. The proposal builds upon the initial interpretive planning process supported by NEH last year. The request is pending; notification of awards is in September.

In February, MARCH organized a meeting of regional journal editors at the Historical Society of Pennsylvania. Drawing representatives from each of the six Mid-Atlantic states, the meeting addressed mutual concerns of subscribers and membership as part of a larger assessment of what historical societies are doing to assure sustainability. The meeting was supported with funds from the 1772 Foundation.

Linda Shopes, recently retired from the Pennsylvania Historical and Museum Commission and now working as an independent historian, is serving as Acting Editor of this and the next issue of Cross Ties, as Sharon Ann Holt devotes time to MARCH’s expanding programs and her own research and writing.
Catherine Gilbert has assumed the position of director of the Upstate History Alliance in Oneonta, New York, replacing MARCH advisory board member Linda Norris. Gilbert brings to her new position experience as coordinator of outreach at the Miami, Florida Children’s Museum, manager of statewide programs for the New York State Historical Association, and visitor services manager at Old South Meeting House in Boston. The Upstate History Alliance provides support and training to cultural institutions in Upstate New York.

Linda Donovan Harper is the new director of Cultural Tourism DC, a coalition of 185 arts, heritage, cultural, and community organizations working to enhance the economic impact of cultural tourism in D.C.’s urban neighborhoods. Harper brings deep background in historic preservation to this position: she has worked with the National Main Street Center of the National Trust for Historic Preservation and served as principal of L. Harper & Associates, a consulting firm assisting nonprofits with organizational management and community development.

Cynthia MacLeod, an architectural historian and since 1990 the superintendent of the Richmond National Battlefield Park and Maggie L. Walker National Historic Site in Virginia, has been named superintendent at Independence National Historical Park. She replaces Dennis Ridenbach, who was named head of the Park Service’s Northeast Region in September. McLeod is familiar with Philadelphia from earlier work managing the city’s tax-incentive programs for historic rehabilitation projects and conducting architectural surveys. As superintendent at Independence Park, she will assume oversight responsibility for the President’s House memorial at 6th and Market Streets.

President Lincoln’s Cottage at the Soldiers’ Home, located on the grounds of the Armed Forces Retirement Home in northwest Washington, D.C., opened to the public on February 18th—President’s Day—after a $15 million, seven-year restoration. Designated a National Monument by President Clinton in 2000, the 34-room Gothic Revival house served as Lincoln’s family residence from June to November, 1862 – 1864. The Robert H. Smith Visitor Education Center at President Lincoln’s Cottage, located in a restored 1905 Beaux Arts building adjacent to the Cottage, presents both permanent and temporary Lincoln- and D.C.-related exhibitions. It is the first building at a National Trust for Historic Preservation site to receive Leadership in Energy and Environmental Design (LEED) Certification from the U.S. Green Building Council. For more information, see www.lincolncottage.org.

The Smithsonian Institution’s National Museum of African American History and Culture has established its Museum on the Web at http://mmaahc.si.edu as a virtual precursor to the museum under development on the Mall in Washington, D.C. Memories of ordinary African Americans, collected as text, images, and audio uploads in an interactive Memory Book, are the centerpiece of the site. It was developed with the financial and technical support of IBM.

Robert Weible has been named State Historian and Chief Curator at the New York State Museum in Albany. A past president of the National Council on Public History and consultant to MARCH’s planning process in Bethlehem in 2007, Weible assumes the position after serving as the Director of Public History at the State Museum of Pennsylvania.

The New Castle, Delaware Court House Museum, among the oldest courthouses in the United States, reopened to the public last September, after a year-long $2.5 million restoration. Built in 1732 and recognized as a National Historic Landmark, the building served as Delaware’s first courthouse and state capitol. It houses both permanent and temporary exhibits related to the building, events that occurred there, and broader themes in Delaware history.

Lehigh University has launched Beyond Steel: An Archive of Lehigh Valley Industry and Culture, available at http://digital.lib.lehigh.edu/beyondsteel/. Developed in collaboration with area historical and cultural organizations, with funding from the federal Library Services and Technology Act and the Pennsylvania Historical and Museum Commission, this on-line resource includes an ever-expanding collection of primary documents, as well as contextual essays, detailing life and work in the Lehigh Valley in the 19th and 20th centuries.

Lisa Acker Moulder has been named Executive Director of the Betsy Ross House in Philadelphia, where she had served as collections manager since 2000.
Regional Roundup, continued from page 5

Richard Burkert,
Executive Director of the Johnstown (Pennsylvania) Area Heritage Association (JAHA), is the recipient of the Mid-Atlantic Association of Museums’ 2007 Coffey Award. Burkert was recognized for the quality of programs developed at JAHA under his leadership, for his contributions to community development in Johnstown, and for his service to the museum field, including founding the Pennsylvania Coalition of Independent Museums, a lobbying group for museums and historical organizations. The Coffey Award is among the most prestigious in the museum field. Congratulations, Richard!

Kudos also to the following Mid-Atlantic organizations, which were presented with Awards of Merit from the American Association for State and Local History at the association’s annual meeting last fall:

Benjamin Franklin Tercentenary, for the exhibit, Benjamin Franklin: In Search of a Better World

Brandywine Battlefield, Chadds Ford, Pennsylvania, for the annual program, Remember the Ladies

Jewish Historical Society of Maryland, for excellence in exhibits, publications, and public programming

Heinz History Center, Pittsburgh, for the exhibit, Soul Soldiers: African Americans and the Vietnam Era

Lewes, Delaware Historical Society, for the Lewes and Delaware 375th Anniversary Celebration

New Jersey Historical Commission, for excellence in programming and outreach

GOING TO THE WELL

21st Century Museum Professionals

What is a museum professional? The question has been debated since the beginnings of the profession in the nineteenth century and continues to generate a lively conversation as the field confronts increased expectations for relevance to the communities museums serve. In the twenty-first century, museum professionals must have the skills to respond effectively to diverse audiences with diverse needs, higher audience expectations, expanding technologies, and demands for greater access to collections. Evolving standards for collections care, educational programming, and information management require staff with flexible skill sets. Administrators and governing boards must respond to growing public scrutiny, requiring robust management and leadership abilities that will foster sustainable institutions.

Not coincidentally, the profession has evolved as the field has come to encompass more than the traditional art, history, and natural history museums. The very definition of museums, as adopted by the American Association of Museums and the Institute of Museum and Library Services (IMLS), includes zoos and aquariums, botanical gardens, historic sites, nature centers, planetariums, and science centers. The size and scope of museums range from mega-museums with multi-million dollar budgets to all volunteer and single staff historic houses. Furthermore, the application of job titles is not always consistent. The work of a “curator,” for example, may focus on a specific collections discipline in a large museum or on the entire management and operation of a small institution. To further complicate the picture, there is no single pathway to a career in the museum profession.

Responding to the multiple and changing demands upon museum professionals and the diverse backgrounds people bring to the field, in 2005 IMLS established the 21st Century Museum Professionals Grants program (21MP) to help build critical skills within the field. The 21MP program is designed to support projects that increase the capacity of museums to connect people to information and ideas by improving staff knowledge and abilities in the range of museum operations.

The program seeks proposals that meet the needs of targeted audiences of museum professionals in a city, county, state, region, or the entire nation. For this program, museum professionals may include paid and unpaid museum staff and practicing and future professionals. Eligible applicants for the 21MP Grants include individual museums, colleges and universities, and organizations that engage in activities designed to advance the well-being of museums and the museum profession. Successful proposals must impact museum professionals in multiple institutions. Awards range from $15,000 to $500,000 for projects of one to three years duration.

So far, IMLS has funded twenty-three grants supporting projects that involve classes, workshops, publications, technology, and other tools to enhance skills and abilities in areas as diverse as educational programming in zoos, pest control management, historic house interpretation, community partnerships in exhibit development, collections conservation, internship programs, trustee training, dialogue facilitation, family learning, and museum ethics. All of these projects will meet critical needs of museum professionals as they seek to better serve the communities of the twenty-first century.

Guidelines and application materials for the 21MP program are available at http://www.imls.gov/applicants/grants/21CenturyMuseums.shtm

Christopher J. Reich is Senior Program Officer at the Institute of Museum and Library Services.
Planning for Success

At the New York State Historical Association, Fenimore Art Museum, and The Farmers’ Museum, we delight in providing opportunities for quiet reflection, “aha!” moments, and discovery through research. Our institutions are distinguished not only for the excellence of their wide-ranging collections and the natural beauty of their settings, but also for educational pioneering. Among our accolades, a 2005 poll of members of a national association of museum professionals placed the groundbreaking exhibit *The Farmer’s Year*, which opened at The Farmers’ Museum in 1958, fourth among the top eleven “‘tipping points’ that have shaped exhibitions over the 20th century” in American museums; and two of the one hundred museum champions honored on the American Association of Museums’ Centennial Honor Roll are ours.

When I came on board as president several years ago, we began to chart the institutions’ directions for the years ahead. Humbled by and respectful of our legacy, we were determined to be rigorous in our analysis and planning.

The first step in our comprehensive process was to commission four separate studies: we engaged employees in focus-group discussions, asked our members and our visitors for their suggestions, and probed the perceptions of the public in our primary markets. We identified internal strengths and weaknesses, as well as external opportunities and threats. We weighed lots of options. Eventually we emerged with a “to-do” list centered on mission, excellence, service, impact, and value.

Our discussions reflected issues familiar to most cultural organizations. How do we remain relevant, focused, and financially sound? Here’s how we addressed these questions in our planning process, resulting in a comprehensive, rolling three-year strategic plan for our institutions.

1. Who are our constituencies and what’s important to them? Our member, visitor, and market research was vital to understanding whom we serve, how they make choices about us, and how to serve them better. We learned that visitors are very satisfied with their experiences and value at our institutions. So we decided to focus on-site initiatives on the excellence and consistency of the visitor experience, with annual incremental improvements in facilities and program to keep the experience fresh, stimulate return visits, and generate favorable word-of-mouth. We decided not to increase the scope of the experience (requiring more time from the visitor) or raise prices. And we began to position our library as a regional history center, reaching out to area users, adding a small exhibit area, and refurbishing the interior.

2. How can we focus exhibition, program, publication, and design choices to connect mission and audience? To strengthen our identity and market position, we reviewed missions, logos, websites, communications media, and exhibition choices to align and tighten their focus.

3. How can we most effectively extend the reach and impact of the institutions’ resources? We decided initially to expand an existing marquee program, New York History Day, and procured significant additional resources to undertake this expansion, recently adding schools in Buffalo and Yonkers. We increased our offering of teacher workshops and found a more effective marketing partner for our distance learning programs. We also began partnering with others, such as the New York State Archives Partnership Trust, to reach new audiences, and we developed a plan to ratchet up our traveling exhibitions, which even now reach far more people than see our exhibitions in Cooperstown. Longer term we shall work on building our publishing program and explore a wide range of new and innovative media.

4. What are our mission-driven capital needs? Our library and our collections facilities are full and dated and need remediation; two National Register buildings need renovations and improved accessibility; and two well-interpreted Native American sites require new design to attract the attention they deserve. In addition to identifying these as fundamental priorities, we also decided to strengthen funding for collections acquisitions.

5. How can we fund programmatic and operating initiatives, and capital needs and maintain the institutions’ long-term viability? To institutionalize financial discipline, we resolved to reduce slightly our annual draw from endowment income; scrutinize every temptation to spend more by asking what increased income or offsetting reduction would support it; develop multi-year budget models to ensure balance of income and expense over time and to anticipate maintenance and replacement requirements; and consider funding plans for capital needs.

6. How can we do it — i.e., maintain our focus and discipline? We have program alignment and stakeholder support for the plans. Our choices are sound and do-able, within the scope of our mission and available resources. They are laid out in a rolling three-year action plan. Key steps are assigned to senior staff, and progress is reviewed quarterly with the Boards. The plan is updated in December and rolled forward.

We’ve just started the second plan-year. So far, so good. We’ve gained good momentum on most (but not yet all) of our priorities — but we didn’t plan to do everything at once! Check back with us in two more years.

D. Stephen Elliott is President of the New York State Historical Society.