

Request for Letters of Interest: Administrative History of the Southwestern National Monuments Group

Project Title: Southwestern National Monuments (SWNM) Administrative History

Project Budget: \$115,765.00 (this is the total compensation for the principal investigator(s), including all travel and research expenses)

Deadline for Letter of Interest to NCPH: August 1, 2021

Expected Date to Award Project: September 1, 2021

Anticipated Start Date: October 2021

Timeline for Completion: By December 31, 2024

Project Goals

Via our cooperative agreement with the National Park Service, the National Council on Public History seeks a qualified historian (or team of historians) to research and write a narrative about the Southwestern National Monuments group, 1923-1957, using primary and secondary source research and working closely with the NPS Western Archeological and Conservation Center and the legacy Intermountain Regional Office. The project historian(s) will also collect research documents that relate to museum collections and resources projects. Lastly, the project historian(s) will prepare a Transfer of Knowledge (TOK) product, to be decided upon between the historian, NCPH, and NPS staff.

How to Submit Your Letter of Interest

Please read the full narrative below for the description of the project's scope of work and timeline. Send letters of interest to the National Council on Public History via ncph@iupui.edu by August 1, 2021. Your letter of interest should come in the form of a single PDF attached to the email and should include a proposal no longer than two pages letting us know why you'd be the right fit for this project, plus a C/V for each member of the proposed project team. In the proposal, please include an explanation of your approach to the project and tell us about your previous experience with long-term research projects (and particularly previous experience working with the NPS). Please also include any suggested changes to the schedule of work found at the end of this document and a simple budget. Membership in NCPH will be required for the PI(s) for the duration of the contract if you are selected for the project, but is not required to submit a letter of interest.

Project Scope of Work

As the primary task of this project, the project historian will research and prepare an administrative history of the Southwestern National Monuments (SWNM) group. The SWNM administered thirty-two fledgling parks in Arizona, Colorado, Utah, and New Mexico from 1923

to 1957. This study will focus on the SWNM's organization and contributions to early NPS management, including resource protection; landscape design and visitor services development; natural and cultural resource management; cultural anthropology and archeology; interpretation; and professionalization. The NPS seeks information about the philosophy, structure, and contributions of the SWNM group—how they provided technical assistance to the monuments, what protocols, policies, and standards they developed that shaped resource management.

The development of museum collections as part of SWNM operations is a particular focus. As a secondary goal of the project, the NPS Western Archeological and Conservation Center (WACC) is seeking information on artifacts/museum items, human remains, and funerary objects donated or otherwise acquired during the SWNM period. Most of the accession records from this period are incomplete and clarification of ownership is a critical issue. The historian will copy information on these kinds of items from all sources outside of those located at WACC. Museum specialists will review them at a future date to assess implications for the application of Native American Graves Protection Act, identify possible collections in non-Federal repositories, and clarify accession history.

The final administrative history will be a peer-reviewed, monograph length study. The project historian will also prepare a Transfer of Knowledge product to help disseminate information from the study to NPS staff and the public. Examples of Transfer of Knowledge (TOK) products include a YouTube video, story map, or a public presentation. The TOK will be mutually agreed upon by the primary historian, NCPH, and NPS staff. Ideas for a possible TOK are welcome as part of your letter of interest, but can also be decided at a later date as the project takes shape.

Below is a list of preliminary topics and research questions to be covered in this administrative history. It is not a definitive list:

- **Antiquities Act:** What does the management of the SWNM between 1923 and 1957 reveal about the implementation of the Antiquities Act?
- **Administration and staffing:** Who staffed SWNM? What services did they provide to the monuments and what were their accomplishments? What were the relationships like between SWNM staff and national monument staff? What were the relationships between the SWNM staff and regional and Washington office staff? How did these various positions professionalize?
- **Resource protection:** What threats were present? How did SWNM staff respond to those threats?
- **Landscape design:** How did the NPS planning process evolve at parks in the SWNM group? Did planners experiment at national monuments? Did planners learn lessons at these sites that were applied elsewhere in the system?
- **Natural resource management:** Most of the national monuments in SWNM were archeological or historical in nature, although some like Carlsbad Caverns, Organ Pipe, White Sands, and Saguaro were more natural. How did SWNM approach natural

resources at these sites? Was their approach reflective of the larger NPS inclination towards scenic preservation, which was prevalent at the time? Or were there efforts to build scientific research into park management? How did they initiate collecting basic natural resource inventory information? Did they do so through partnerships?

- **Historic preservation:** The Antiquities Act was the first federal historic preservation law. How did historic preservation develop in SWNM? Did these efforts have a larger impact on the US historic preservation movement? Did trends in historic preservation have an impact on SWNM management? For example, SWNM took a 1935 trip to Sonoran Missions, which informed rehabilitation work at Tumacacori.
- **Archeology:** The field of archeology began to develop in the United States in the late nineteenth century. Early archeologists were interested in archeological areas that became some of the first national monuments. What major advancements in archeology occurred in the SWNM group between 1923 and 1957? Was information shared between sites? Were they involved with resources of other agencies (the end of the SWNM was just before the Reservoir Salvage Act)? What partnerships did SWNM create to advance archeology? For example, SWNM archeologists were tied into the development of the Laboratory of Tree Ring Research at the University of Arizona. Many NPS samples form key elements of the chronology.
- **Cultural anthropology:** Several of the archeological sites preserved by the national monuments had ties to ancestral Puebloans. How did SWNM staff work with descendant communities? Did cultural anthropologists undertake any groundbreaking studies at units that were part of the SWNM between 1923 and 1957? How did this affect interpretation, management, collections acquisitions, etc.?
- **Museum collections:** The establishment of the national monuments and NPS archeology and natural resource management programs also gave rise to the need to collect and preserve artifacts and specimens. How did museum collections evolve in the SWNM group? What was SWNM's relationship to the Western Museum Lab? How was records management conducted? What field records were created? How do collections from this period have implications for NAGPRA?
- **Interpretation:** How did the visitor experience change at SWNM from 1923 to 1957? What emphasis was placed on interpretation and education? How were staff trained?

The following are the components of the administrative history, at a minimum:

- **Table of contents:** The table of contents must list the titles of all major divisions and the first-level subdivisions in the study and provide page numbers for all major divisions.
- **List of illustrations:** A list of illustrations must include captions and give page numbers for photographs, figures/illustrations, maps, and other forms of graphics subject matter. If warranted, separate lists for specific types of illustrations may be used. It is the responsibility of the project historian to gain permission to publish non-NPS images. All illustrations used in the final document will be credited. If any of the illustrations

carry restrictions (such as one-time use limitations), the project historian will provide this information to the NPS.

- Acknowledgements: The acknowledgements must include any obligatory or appropriate personal or organizational acknowledgements.
- List of abbreviations and/or acronyms: The list must include nonstandard abbreviations and acronyms used in the report. The spelled-out version of a term should be given the first time the term appears within the study.
- Executive Summary: The executive summary must contain background information about the scope of the research preparation of the study. It will discuss methods and summarize major findings.
- Introduction: The introduction must include general background information on the geographic location, history, and significance of the national monuments administered by the SWNM and their resources and how areas within the park were administered prior to SWNM establishment. It should also introduce key personnel and their roles and responsibilities.
- Narrative history (organized chronologically or topically, as appropriate): This section represents the main body of the product and must address the topics described above. The narrative must synthesize existing research and provide primary research, as appropriate. Use of primary sources, including oral histories, in writing this section is critical (though collection of oral histories is not likely to be a component to this project, since the SWNM ended in the 1950s). Photographs, maps, charts, and other figures will be used as necessary to enhance the text. The overview history must contain footnotes (rather than end notes or reference notes).
- Epilogue or conclusion: The epilogue (or conclusion) must consist of a closing statement that provides further comment, if appropriate, on the interpretation of the information found in the study.
- Bibliography: All references should be made using the latest edition of the Chicago Manual of Style.
- Appendices:
 - Organization charts;
 - List of SWNM superintendents and other key staff;
 - Chronology of notable events in SWNM history;
 - Historic park visitation statistics;
 - Historic budget information;
 - Other documents or summaries as appropriate; and
- Index

Research Resources

The NPS has already identified several collections and repositories to facilitate this study. The listing below is not comprehensive and is not intended to limit the project historian to only those repositories. It is expected that most of the research will occur at WACC collections. WACC has 42.5 linear feet of SWNM administrative files. Five linear feet of monthly reports have been digitized and are available online.

- NPS Western Archeological and Conservation Center, Tucson, AZ; (holdings include the consolidated SWNM archives, park archives from many of the monuments located in Arizona, New Mexico, some from Utah and Colorado and the extensive SWNM photo collection; regional office records from Denver and Santa Fe);
- Southeast Utah Group Archives, Moab, UT;
- NPS Technical Information Center, Lakewood, Colorado.
- National Archives and Records Administration, Denver, CO;
- Federal Records Center, Denver, CO;
- National Archives and Records Administration, Perris, CA (early Tonto National Monument records);
- National Archives and Records Administration, College Park, MD;
- NPS History Collection, Harpers Ferry, WV;
- Museum of Northern Arizona, Flagstaff, AZ;
- Hibben Center, University of New Mexico, Albuquerque, NM (Chaco Culture NHP collection);
- Sonoran Desert Network, Tucson, AZ.

As noted above, this list is preliminary. The project historian will be expected to identify other repositories which hold appropriate materials relevant to this study. Some institutions may have material online which could limit the need to travel to those repositories. As part of the project historian’s research, access to both public and restricted sites within parks may be necessary. WACC staff will assist the researcher to their best ability in accessing public and restricted sites.

Proposed Timeline of Work and Payment Schedule

The administrative history will be reviewed in iterations. The project historian will submit a proposed timeline, which will be approved by NPS. Adjustments to the timeline can likely be accommodated, especially in light of delays due to COVID-19. The following schedule is a suggested timeline:

Deliverable	Due by	NPS Review Period	Proposed Payment
Kick-off meeting with NCPH and NPS	Within one month of start date		15%
Preliminary outline and bibliography	Within six months	45 days	10%

Draft Chapter and Example of Collections Information File	Within six months	45 days	10%
First Draft	Within nine months	45 days	30%
Second Draft	Within six months	45 Days	15%
Final Draft	Within one month	45 days	15%
Collections Records, Project Records, and TOK Product	Within 30 days		5%

The project historian will be compensated by NCPH following NPS approval of each deliverable, according to a payment schedule set between the project historian, NCPH, and NPS staff.

The project historian will submit one electronic copy of each deliverable to the Agreements Technical Representative (ATR) for review. The draft will be prepared using Microsoft Word 2010 or higher. Revised draft reports may be required, if substantial revisions are necessary as a result of the review of the drafts. The NPS will provide written comments on the drafts within 45 days of receipt. The second full draft will be reviewed by a historian outside the NPS, as organized by NCPH. NCPH will also be responsible for the final report copyediting, design and formatting of the cover, spine, and back for the final printed version of the administrative history.

Stipulations

- The principal investigator must be fully qualified personnel according to the Secretary of the Interior's standards for professional historians, outlined in [NPS-28: Cultural Resource Management Guidelines, Appendix E](#). For this project we are looking for a PI with a PhD, *or* a MA with relevant experience doing long-term research and preparing monograph-length works using primary and secondary sources.
- All material collected and created as part of the project will remain the property of the Federal Government. Such material includes oral history recordings and transcripts, documents, photographs, maps, microfilm, drawing, notecards, computer files, etc. This material will be archived at WACC as part of the administrative history project records.
- All reports and material collected resulting from the study will become the property of the United States Government. The project historian may publish reports or other products based on the research conducted under this agreement, provided the NPS role is acknowledged and no sensitive information is shared.