

# The Development of Business Archives in the United States: An Overview and a Personal Perspective

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**Abstract:** This essay provides an overview of the development of business archives in the United States. The author reviews the uncertain beginnings of corporate archives programs in the 1950s and 1960s, the sudden rush of programs in the 1970s, and the harsh reality check caused by reengineering and downsizing in the 1980s and 1990s. She also reviews the role of public repositories which house corporate archives collections in preserving corporate records. In addition, this essay also presents the author's reflections on the interaction between corporate archives and repositories which collect business records, as a result of her participation in the Records of American Business (RAB) Project. She also lists a number of unanswered questions arising out of the RAB project, requiring further research and writing by the business archives community. The essay concludes with an annotated list of major American corporate archives.

**About the author:** Elizabeth Adkins is currently Manager of Archives Services at Ford Motor Company. Her career as a corporate archivist began in 1981, when she was hired to process the records of the chairman of Laird Norton Company, a Seattle-based company with interests in real estate and the forest products industry. After finishing that project, she established a corporate archives program for Laird Norton. In 1986, she joined Kraft, Inc. as an Archives Specialist, and the next year became Archives Manager at Kraft, where she stayed until December 1996. Adkins holds a B.A. in history from the State University of New York at Binghamton and an M.A. in history from Carnegie-Mellon University. She is a past president of the Academy of Certified Archivists, and former chair of both the Business Archives Section and the Acquisitions and Appraisal Section of the Society of American Archivists.

AT TIMES IT HAS SEEMED that the challenge of preserving the records of corporate America is an insurmountable one. For U.S. businesses in general, the presence of a corporate archives is the exception rather than the rule. The American archives profession itself is relatively young; it is primarily a twentieth-century phenomenon. And despite the importance of business in the growth and development of the country, few public repositories have the resources and staffing necessary to acquire and process the voluminous records of American businesses.

Nonetheless, there are a few success stories—and a growth in momentum—to report. Historians and archivists have spent sixty years learning how to convince executives of the importance of preserving business records, and they are beginning to succeed more often. Although an uncertain economy and the pressure of pleasing stockholders with ever-increasing profits have forced a number of corporate archives to close their doors, other companies are either starting programs or have seen the wisdom of donating their records to a public repository—U.S. business archives are here to stay.

The archival profession in the United States began with the establishment of the National Archives in Washington, D.C., in 1934. Before that, historians and librarians had shared a common concern for the preservation of archival records and manuscripts, but there were few individuals who called themselves archivists. The Librarian of Congress, J. Franklin Jameson, helped lead an effort to establish a central repository of important government records, and with a groundswell of support from historians, saw his dream come true when the new National Archives building opened its doors. Two years later, in 1936, the Society of American Archivists was formed, and the archival profession in the U.S. was born.

However, even before the establishment of the National Archives, historians and librarians had recognized the importance of preserving business records. Much of the interest in business archives was the result of the work of a small but dedicated group of American economic historians who were determined to make the study of business history a respectable scholarly pursuit.

Before the 1920s, few scholars studied or wrote about the history of American business. During that decade, a number of historians and economists, including Albert Marshall, William J. Ashley, N.S.B. Gras, Werner Sombart, Max Weber, Richard H. Tawney, and Arthur H. Cole, started studying the role of business and entrepreneurs in the development of the U.S. economy and society. In 1925, Harvard University established the Business History Society, helping to lend respectability to the new discipline of business history.<sup>1</sup>

The interest of these scholars in finding reliable primary sources to assist their studies led to a campaign to open companies' records to researchers. However, requests for access were usually denied because of proprietary concerns, or they were stymied by the sheer volume of unprocessed records stored in warehouses that were inaccessible even to the corporate owners. Many other records were thrown away in an effort to reduce storage costs, and thus were lost forever to both historians and corporate management. Alarmed by these trends, historians and librarians mounted an effort to convince executives of the need to preserve and share the information in their files.

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<sup>1</sup>Meyer Fishbein, "Business Archives," *Encyclopedia of Library and Information Science* (New York: Dekker, 1968), 3:519-20.

One of the earliest arguments for preserving corporate records appeared in 1937, with the publication, by the Business History Society, of a pamphlet by historian Ralph M. Hower, entitled "The Preservation of Business Records." The pamphlet identified the records that were worthy of retention, and it explained how they could be preserved. Hower recommended that businesses establish their own archives and allow historians to examine the historical records in order to accurately describe the companies' contributions to their respective industries and to American society. Very importantly, Hower recognized that, despite some historians' desire to the contrary, not every business record could or should be kept.<sup>2</sup>

In a 1938 article in the *American Archivist*, Oliver W. Holmes (chair of the Society of American Archivists' Committee on Business Archives<sup>3</sup>) expanded on Hower's arguments about the importance of preserving business archives: "For more than a generation people have spoken of two capitals, Washington and Wall Street. The relations between these two giant concentrations of power are of immense significance to the people. . . We are careful to preserve the records of one capital, but have sadly neglected the records of the other."<sup>4</sup>

Holmes argued that it was good public relations policy for companies to open their records and history to examination by scholars. He claimed that an attitude of secretiveness worked against business, since investors and consumers would be more likely to spend their money on companies which willingly communicated information on their accomplishments.

Other than a vague hope for a favorable public image, Holmes's article offered little in the way of direct benefit to those companies which might be inclined to preserve their records; the benefits of following his advice fell almost entirely to historians. Thus, when the Society of American Archivists' Business Archives Committee mailed Hower's pamphlets to three hundred companies in 1941, there was little response.<sup>5</sup>

The Firestone Tire & Rubber Company Archives, established in 1943, is generally recognized as the first professionally managed corporate archives in the United States.<sup>6</sup> The Firestone family had hired former Ohio State Archivist William D. Overman to process, during 1937-1938, the papers of company founder Harvey Firestone and his sons, thus demonstrating an unusual appreciation for preserving a historical account of their

<sup>2</sup>Ralph M. Hower, "The Preservation of Business Records" (Boston: Business History Society, 1937).

<sup>3</sup>Since its establishment, the Committee on Business Archives has gone through one "reincarnation" and several name changes. The committee was disbanded in 1969, and resurfaced in 1974. The name was changed to the Business Archives Professional Affinity Group in the 1970s, and to the Business Archives Section in the 1980s.

<sup>4</sup>Oliver W. Holmes, "The Evaluation and Preservation of Business Archives," *American Archivist* 1 (October 1938): 173.

<sup>5</sup>Gary D. Saretzky, "North American Business Archives: A Developmental Perspective," *The Business History Bulletin* 4 (Winter 1990): 6.

<sup>6</sup>Although Firestone is commonly reported as the first company to establish an archives in the United States, INA (a predecessor to today's CIGNA Corporation) established an archives department in 1942, one year earlier than Firestone. One could make the argument that INA's archives actually date back to 1881, when the board of directors authorized the officers of the company to select a "competent person to collect together the archives of the company." During the 1930s, Mr. Palmer, the head of the Advertising Department, was responsible for the archives; when he retired from the Advertising Department in 1942, he became full-time manager of the Archives Department. Despite INA's early interest in preserving their archives, a professional archivist was not hired until 1965, when the corporate secretary hired a professional to help prepare for the company's 150th anniversary. The evolution of INA's archives illustrates the difficulties in defining a "legitimate" corporate archives. [Information provided by CIGNA Archivist Claudette John in an e-mail message to the author, 16 January 1996.]

business efforts. By 1942, with most of Firestone's production going to the U.S. war effort, Harvey Firestone, Jr. realized that the company was making an important contribution that needed to be recorded and preserved as carefully as the deeds of the military. He also wanted to prepare for the company's fiftieth anniversary in 1950.

In response to these concerns, William Overman was hired on a permanent basis in March 1943 to start the company's archives. In 1953, in an article for the *American Archivist*, Overman articulated one of the tangible benefits that Firestone hoped to gain from sponsoring an archives program: "In addition to a factual record of the growth and development of the company, Mr. Firestone, Jr., wanted for reference an accurate account of the problems that had confronted the company and the methods used to solve them. This, he felt, would be helpful not only in conducting the daily affairs of the business but also in charting its future course."<sup>7</sup>

Such an argument helped respond to executives' concerns that an archives looked only to the past; indeed, it supported the firmly established notion that a company must keep its eye to the future in order to succeed.

In 1945, Arthur Cole, who had been instrumental in forming the Business History Society at Harvard, wrote an article in the *Journal of Economic History* on "The Accumulated Development of Unsolved Problems" in preserving business manuscripts. Primary among the problems Cole outlined was the tremendous bulk of records generated by American business after 1890. A related problem was the limited resources and staff to process the records.

Thus, despite the best efforts of such repositories as the Harvard Business School Library and the Pennsylvania Historical Society, business records remained, for the most part, inaccessible, languishing in the boxes in which they had arrived. Cole pointed with some hope to the efforts of two historians in New York City, Thomas Cochran and Shepard B. Clough. Cochran and Clough had launched an effort to persuade New York-area companies to establish their own in-house archives. Using surveys and personal contacts, the two historians attempted to convince management of the wisdom of preserving business records. In describing their efforts, Cole expressed an understanding of the concerns that had prevented executives from launching archives programs in the past: "Who will help [the executives] differentiate the serious, impartial worker from those who might come to the records in search of 'dirt'? How shall the companies have supervision over the interpretations which are made upon the data drawn from its often imperfect records? I do not wish to suggest that scholars should be uncritical of business or subservient to the gods of the business world. I am trying merely to present the viewpoint of the average businessman as I know it, when he is confronted with this particular problem."<sup>8</sup>

Perhaps in part as a result of these more sympathetic lobbying efforts, corporate archives programs began to take root in the United States. During the 1940s and 1950s, programs were established at INA, Time, Inc., Armstrong Cork, Alcoa, Lever Brothers, Eastman Kodak, Ford Motor Company, Sears Roebuck, New York Life Insurance, Eli Lilly, Procter & Gamble, Bank of America, and Coca-Cola. However, the relatively slow

<sup>7</sup>William D. Overman, "The Firestone Archives and Library," *American Archivist* 16 (October 1953): 307.

<sup>8</sup>Arthur H. Cole, "The Accumulated Development of Unsolved Problems," *Journal of Economic History* 5 (May 1945): 52.



but steady growth in corporate archives came to a virtual halt in the 1960s, when only four major programs were established.<sup>9</sup>

Nevertheless, during the 1960s, the seeds of explosive growth were planted. In 1964, the Society of American Archivists distributed a questionnaire to 402 companies, and only forty responded that they were making any effort to preserve their records. Just five years later, another questionnaire was sent to 700 firms, and this time 133 reported that they had an assembled set of records which they referred to as an "archives." Of those firms, only 10 percent reported having a full-time archivist on staff, but the increase in efforts to preserve historical files boded well for the decade to come.<sup>10</sup>

The 1970s saw an unprecedented spurt of growth for corporate archives programs. Each year, a program was established in at least one major corporation.<sup>11</sup> In an article in the *American Archivist* in 1982, Walt Disney archivist David Smith speculated on the reasons:

The nostalgia craze made instant antiques or "collectibles" out of the relatively recent products of many of our companies. Universities were turning out large numbers of history graduates who, finding jobs scarce in the field of education, helped convince some businesses that they could be useful in an archives program. The U.S. Bicentennial celebrations on the horizon brought renewed interest in history. Many companies were reaching major anniversaries and needed organized collections so that their histories could be written. And, lawsuits against companies were becoming all the more common, making easy access to historical files necessary to company attorneys.<sup>12</sup>

While it is unlikely that recent history graduates could have had as profound an effect on the establishment of business archives as Smith implies, the Bicentennial did indeed foster a tremendous interest in history. Companies may have realized that an emphasis on history could bring positive public relations benefits. Three additional factors may have driven the growth of business archives in the 1970s. One factor was the economy which, despite a bout of inflation and a brief recession during the middle of the decade, experienced substantial growth for ten years. With an expanding economy, companies could afford to indulge in what some may have viewed as a helpful, although not absolutely necessary, initiative. Second, many companies were experiencing a major shift in corporate culture, from a "family" oriented environment where employees tended to remain employed for their lifetimes, to a more transient, opportunistic workforce. As lifelong employees retired, the collective memory of many companies began to disintegrate, and there was a need to replace it with systematic recordkeeping practices. Third, and perhaps

<sup>9</sup>The four companies were IBM (1961), Gulf Oil (1965), Chicago Board of Trade (1968), and Educational Testing Service (1969).

<sup>10</sup>David R. Smith, "An Historical Look at Business Archives," *American Archivist* 45 (Summer 1982): 275-76.

<sup>11</sup>Programs established during the 1970s included Walt Disney Productions (1970), Ford Foundation (1970), International Harvester (now Navistar—1971), Anheuser-Busch (1971), United Technologies (1972), Corning Glass Works (1973), Weyerhaeuser Company (1974), Nationwide Insurance (1974), Wells Fargo Bank (1975), Chase Manhattan Bank (1975), Deere & Co. (1976), Gerber Products (1976), Georgia-Pacific Co. (1977), Los Angeles Times (1978), Nabisco (1978), Atlantic Richfield (1979), New York Stock Exchange (1979), and J. Walter Thompson Company (1979).

<sup>12</sup>Smith, "An Historical Look at Business Archives," 276.

most important, was the fact that archivists and historians provided increasingly sophisticated arguments for preserving business records. As a limited number of corporate archives programs continued successfully, examples of their usefulness to management were gathered and shared.

An example of this increased sophistication can be seen in an article by Eli Lilly archivist Helen Davidson in *ARMA Quarterly* in 1969. Unlike previous articles on corporate archives which focused on archives programs as a means to write corporate histories, Davidson provided examples of administrative use of the Lilly archives, including the defense of Lilly's trademarks, a successful response to a governmental charge of price-fixing in the drug industry, and the support of articles in company publications.<sup>13</sup>

Davidson's sentiments were echoed a year later when Coca-Cola archivist Wilbur George Kurtz, Jr. contributed an article on "Business Archives in the Corporate Function" to the April 1970 issue of *ARMA Quarterly*. Kurtz positioned corporate archives as vital to formulating policies, supporting information for in-depth reports, and providing background research for advertising copy and promotions. He pointed out that archival materials are marketing tools that can help a company exploit its history, or that of its products.<sup>14</sup>

Kurtz and Davidson represented a new thinking among corporate archivists, in tune with the needs of the business community. They were interested in using archival resources to assist companies in meeting their current business needs; they were far from the business historians who wanted access to records in order to write scholarly articles and books. In 1969, the Society of American Archivists published a *Directory of Business Archives*, with 133 archives and thirteen full-time archivists; by the time of the 1980 edition, the number of business archives had risen to 200, with sixty archivists listed.<sup>15</sup>

During this period, a number of firms also turned their records over to public repositories. Universities and historical societies had been collecting business records for decades prior to the establishment of the first corporate archives. As far back as 1916, when Arthur Cole acquired the records of the Slater Company, Harvard University pioneered efforts to systematically collect business records. A few universities, including the Universities of Washington, California at Los Angeles, Illinois, Michigan, North Carolina, and Virginia, and Cornell University, followed suit, although most universities did not start collecting business records until the 1950s.

Despite the fact that many business records reside in public repositories, there have been few efforts to survey those repositories or their collections. In 1978, Nicholas C. Burckel, then director of the Archives and Area Research Center at the University of Wisconsin-Parkside,<sup>16</sup> sent a questionnaire to sixty-five colleges and universities in the United States, to determine whether those institutions were collecting business records.

<sup>13</sup>Helen L. Davidson, "Selling Management on Business Archives," *ARMA Quarterly* 3 (July 1969): 15-19.

<sup>14</sup>Wilbur George Kurtz, Jr., "Business Archives in the Corporate Function," *ARMA Quarterly* 4 (April 1970): 5-11.

<sup>15</sup>The *Directory of Business Archives* has been updated three times since the first edition in 1969. The most recent edition was published in 1990, and lists 160 companies and sixty-four archivists (unlike previous editions, it does not include professional and nonprofit groups, such as foundations, fraternal organizations, museums, or hospitals). The Business Archives Section is presently in the process of updating the information in the directory, and hopes to publish a revised edition by 1998. The current draft of the directory lists 258 companies and eighty-three archivists.

<sup>16</sup>Burckel is now the Director of Libraries at Marquette University in Milwaukee, Wisconsin.

Forty-five responded in the affirmative and thirty provided detailed information on their holdings. Burckel's description of his findings affords one of the few formal assessments of business collections held in universities:

Most major types of businesses are included, and some, such as the lumber, textile and railroad businesses, are heavily represented in university collections. Less well represented are the records of commercial banks, department stores, and retail and wholesale grocers. Sizes of these collections vary considerably, but several are, indeed, large in volume, representing companies whose records extend into the twentieth century. Most, however, indicated that their records reflected small companies—those with fewer than 100 employees. Slightly more reported that most of their records were of privately held companies, as opposed to publicly held, defined as firms issuing publicly traded stock. The business records of nearly half the institutions centered on family papers of company founders or influential citizens in the community.<sup>17</sup>

Burckel's observation that many of the corporate records held by colleges and universities are those of small businesses is particularly important in light of the fact that few small businesses preserve their own archives. Small businesses represent a major force in the U.S. economy and history, yet there is far less information shared in archival literature about these collections than about those of *Fortune* 500 companies. Therefore, many questions remain concerning the best strategies for collecting and maintaining such records.<sup>18</sup>

Despite the evidence that business records are being collected in public repositories across the United States, few of these repositories have made the collecting of business records a high priority. Among those few are the Minnesota Historical Society, the Hagley Museum and Library, the Baker Library at Harvard University, Duke University, and the University of Kentucky. Unfortunately, no comprehensive nationwide attempts to survey these collections have been made since Burckel's questionnaire in 1978. Since then, public repositories have gained valuable experience in negotiating with companies regarding access restrictions, ongoing accessions (to provide a more complete record of a company's activities) and monetary support for the resources necessary to process and maintain the records.

Despite the limited number of public repositories collecting business records, some individuals in the small community of corporate archivists worried that by giving businesses another option besides in-house archives programs, historical societies and libraries were helping companies abrogate the responsibility to preserve their own records. They also argued that such arrangements split records between the companies and the outside repositories.<sup>19</sup> Notwithstanding those arguments, the repositories offered a second option for preservation to corporations that chose not to establish their own programs.

The success of corporate archives in the 1970s helped archivists assemble many examples of tangible, cost-saving benefits to those corporations which preserved and used

<sup>17</sup>Nicholas C. Burckel, "Business Archives in a University Setting: Status and Prospect," *College and Research Libraries* 41 (May 1980): 229.

<sup>18</sup>For an analysis of some of the issues involved in collecting the records of small businesses, see Mark A. Greene, "Store Wars: Some Thoughts on the Strategy and Tactics of Documenting Small Businesses," *Midwestern Archivist* 16 (1991): 95-104.

<sup>19</sup>For an example of some of these concerns, see Davidson, "Selling Management on Business Archives," 15.

their historical records. In 1981, historian/consultant George David Smith and business consultant Laurence E. Steadman published an article championing the preservation of business records. It proved to be an eloquent, hard-hitting argument for business archives.

Titled "Present Value of Corporate History," the article enumerated the planning, management development, marketing, and legal applications of corporate archives programs, backed by examples from a number of companies. Better yet, the article appeared not in a historical journal or archival journal, but in the *Harvard Business Review*.<sup>20</sup> The authors' arguments thus reached the very executives whose support was key to the establishment of new programs.

The timing of Smith and Steadman's article was propitious because the 1980s brought serious challenges to established corporate archives programs. Mergers, reorganizations, and downsizings put pressure on corporate archives programs to prove their worth or perish. New executives who were brought in as the result of a merger or reorganization often found the archives' budget an easy target for reduction or elimination.

Some of the pioneer corporate archives programs no longer exist. A prime example is the Firestone Tire and Rubber Company, which was acquired by Bridgestone Corporation in 1988 and is now under Japanese management. At some point between William Overman's 1953 article on the founding of the Firestone archives and the present, the program was disbanded. Eastman Kodak's archives, established in 1949, is no longer administered by an archivist. Archival collections at Alcoa (est. 1949), Lever Brothers (est. 1949), Texaco (est. 1950), IBM (est. 1961), Gulf Oil (est. 1965), and Educational Testing Service (est. 1969) are currently administered by public relations professionals, records managers, librarians, or paraprofessional archivists.<sup>21</sup> Bank of America's archives, established in 1958, was closed for three years in the mid-1980s; it is one of the few programs to re-emerge after closing. As the bank reversed its slide in earnings and market share, an archivist was hired in 1989 and the archives reopened its doors.<sup>22</sup>

Despite these pressures, a number of highly regarded corporate archives programs were established during the 1980s and 1990s, including those at General Mills (est. 1980), Kraft Foods (est. 1983), Texas Instruments (est. 1984), Microsoft Corporation (est. 1989), American Express (est. 1990), Phillips Petroleum (est. 1991), Motorola (est. 1993), and American International Group (est. 1997).

Some of these programs have survived mergers and reorganizations which have reduced the staffing of the sponsoring corporation by up to 20 percent. (In the case of Phillips Petroleum, for example, the number of company employees has decreased from 22,000, when the program was established in 1991, to 17,200 in 1996.<sup>23</sup>) Corporate archivists are finding that their programs can provide valuable management tools at times

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<sup>20</sup>George David Smith and Laurence E. Steadman, "Present Value of Corporate History," *Harvard Business Review* 59 (November/December 1981): 164-73.

<sup>21</sup>Although records management and archives are integrated operations at the National Archives and Records Administration (and such an arrangement is widely viewed as being more efficient), the two functions are often staffed separately in U.S. businesses. In a few cases, such as Wm. Wrigley Jr. Company, the archivist and records manager are one and the same person. Most often, such as at Kraft Foods, there are two separate staffs and reporting structures for the archives and records management departments. Occasionally, a company will have an archives program without a records management component, but more often the reverse is true.

<sup>22</sup>Information provided to the author by Bank of America archivist Marilyn Ghausi in a fax dated 22 January 1996.

<sup>23</sup>Information provided by Phillips Petroleum archivist Kathy Triebel in a telephone conversation with the author, 23 May 1997.

of reorganization, since, as noted above, archival sources can help provide a sense of continuity to employees beset by change and instability.

The uphill battle to preserve business archives continues to this day. Few corporate or repository archives have successfully addressed major issues which remain in appraising and preserving business records. In an effort to address these issues, the Minnesota Historical Society and the Hagley Museum and Library sponsored a symposium on the Records of American Business (RAB) in April 1996. Archivists from corporations and repositories collecting business records, as well as scholars, librarians, and records managers, attended the one-day program. Although few corporate executives attended the symposium, executive input and advice was sought and included in discussions, and was included in the RAB book published in August 1997.<sup>24</sup>

I have had a close involvement with the RAB project since its inception. In 1993, Jim Fogerty approached me with a request to serve on an advisory committee that would help the Minnesota Historical Society take a long, hard, and strategic look at its appraisal and management of corporate records. That was the predecessor of the RAB project, which was formally launched in 1994. The project discussions have changed the way I think about the issues involved in placing corporate records in a noncorporate setting. They have also raised additional issues needing deeper study and exploration by business archivists.

When I joined the business world as an archivist in 1981, the profession was on the downside curve of the unprecedented boom in business archives during the 1970s. As a result of their success in the previous decade, business archivists were striving to share as much information as possible on how to successfully manage an in-company program. SAA's Business Archives Section (then called a Professional Affinity Group) enthusiastically sponsored a number of efforts, including a manual on business archives prepared by Edie Hedlin in 1978, and a select and annotated bibliography on business archives and records management, compiled by Karen Benedict in 1981. But the most ambitious effort by far was a special issue of the *American Archivist*, dedicated to the subject of business archives and published in the summer of 1982. The articles in that issue reviewed the struggle to establish corporate archives programs to that point and eagerly anticipated ways in which business archives and archivists could be invaluable assets to their employers.

I was heavily influenced by the thinking of business archivists in the early 1980s. They had worked long and hard to convince companies of the merits of starting in-house programs, and their efforts appeared to be paying off. But many argued that, in order for that success to continue, the business archives community had to be as persuasive as possible in explaining the benefits of starting in-house programs. We did not want companies to even consider the possibility of housing their records at a repository. After all, that very act would preclude the possibility of a company's funding its own archives program.

The determination of business archivists to promote in-house programs suffered as the 1980s progressed. The reorganizations, mergers, and downsizings of the 1980s and early 1990s had a profound effect on the makeup of the business archives community. Business archivists watched in distress as several significant corporate archives programs were closed.

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<sup>24</sup>James M. O'Toole, ed., *The Records of American Business* (Chicago: Society of American Archivists, 1997).



One of the most traumatic closures was that of the J. Walter Thompson Company archives. What had been a well-respected program, managed by archivists of the highest caliber, was summarily shut down in 1987 when a British company acquired the advertising agency. Cynthia Swank, J. Walter Thompson's archivist, managed to broker an agreement between the company and Duke University to transfer the archives to the university. Although the records were eventually donated to a fine institution, many of us were unhappy to see the archivist lose her job and the company lose an opportunity to reconsider its decision.<sup>25</sup>

It was in this frame of mind that I joined the RAB project discussions. From the beginning I expressed a deeply held concern that corporate archivists had to do all that they could to get companies to establish in-house programs. I argued that transferring business records to a manuscripts repository would forever change the makeup of the records (due to differing appraisal standards and user communities) and split the records between two institutions—the company and the repository. I felt that the difficult job of acquiring ongoing records from headquarters, subsidiaries, and international offices is nearly impossible unless one works from within the corporation.

I still believe that companies should take responsibility for their own records. However, as the discussions proceeded, I reconsidered my ideas. In reality, there are some companies which simply refuse to consider an in-house program. For such companies, the choices are to either throw records away or to deposit them in a repository. And because of the complexities of managing collections of business records, few repositories are eager to take on the task. Those of us who are concerned about the documentary heritage of American business must work with repositories to ensure that the records receive the highest quality care and attention. We are too small a group to be divided over the best solution, and the job at hand is much too large and challenging to be tackled without some help. Clearly, we must work together toward the common goal of preserving and providing access to corporate records.

My attitude toward this question has also changed substantially since my recent decision to leave Kraft Foods, Inc., where I had been employed in the archives program for nearly eleven years, to become manager of archives services at Ford Motor Company. Ford is in the unique position of both maintaining an internal archives program and sending its records to an outside repository, the Henry Ford Museum and Greenfield Village.<sup>26</sup>

The story of how this arrangement evolved provides a microscopic view of the history of business archives. Ford was one of the pioneers in corporate archives, having established its program in 1951, in anticipation of the company's fiftieth anniversary in 1953. At its apex, more than a dozen professionals were employed to manage Ford's historical resources—including several oral historians in another pioneering business history effort. However, after the passing of the fiftieth anniversary, the interest and excitement surrounding the archival program subsided. In 1962, the program received a major blow when the Rotunda, the public relations building where the archives was housed, was destroyed in a fire. Fortunately, a fire wall protected the holdings, and the archives survived intact. However, the records were moved out of their centralized home into a number of

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<sup>25</sup>See Ellen G. Gartrell's essay in this issue of the *American Archivist*.

<sup>26</sup>Navistar also maintains both an internal archives program and an external arrangement. However, in that case, the records of defunct divisions (basically agricultural and lawn & garden functions) have been sent to the Historical Society of Wisconsin, while current records of truck and engine operations have been maintained internally.



scattered locations. Ford management decided that the cost of rebuilding a facility for the archives exceeded the perceived benefit of retaining them. In December 1964, the bulk of the records were donated to the Henry Ford Museum and Greenfield Village.

At the time of the donation, a much smaller subset was retained internally, in part because of proprietary and confidential information in the remaining records. A single archivist was retained by the company to oversee the now-downsized archival program. The archivist struggled to keep up with reference requests (averaging close to one hundred requests per month in 1996).<sup>27</sup> As is often the case with single-person archives, very little work was done in the area of collection development or processing. By 1995, Ford's archives was facing an 18,000-cubic foot backlog, at the same time that the company was beginning preparations for its one hundredth anniversary in 2003. Ford hired a business archives consulting firm, the Winthrop Group, to review the situation and prepare recommendations for making Ford's archives a "best-in-class" operation. The Winthrop Group prepared a report which suggested several "re-engineering" recommendations, and I was hired in December 1996 to implement many of those recommendations. Two major re-engineering efforts will be to address the backlog and to improve relations with the museum. During the next few years, the company and the museum will be addressing concerns over which records should be donated to the museum and how they will be administered.

My current situation demands that I thoroughly understand and appreciate the benefits of housing corporate records in a public repository. There is a tremendous amount of public interest in the history of Ford Motor Company. Henry Ford's place in American history is legendary, and his contributions to the development of assembly line techniques are unparalleled. The Model T had an extraordinary impact on transportation. Thousands of people owe their livelihoods to the Ford Motor Company and the Ford family. As the second largest company in the United States, Ford's business and financial practices have been of tremendous interest to scholarly researchers. Many classic Ford vehicles are lovingly restored by their proud owners, requiring detailed historical research rivaled only by genealogy.

By placing many of its records with the Henry Ford Museum and Greenfield Village, Ford Motor Company has provided a way to meet the research demands of scholars and vehicle enthusiasts without impeding the information needs of its own employees. Although the needs of both audiences cross at times, Ford's internal archives program can develop collections targeted to internal audiences, while sending records of general public interest to the museum. Records sent to the museum remain accessible to employees as well as to the public.

My experiences with the RAB project and with Ford Motor Company's archives have exposed me to a broader view of the world of corporate archives. I have also come to realize that there are few companies or repositories that are doing an adequate job with business records. In addition, there is no agreed-upon standard for success. Is the success of an in-house program measured by the size of its holdings or staff? By the size of the budget? Or is mere survival through tough times the ultimate measure?

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<sup>27</sup>Between 1964 and 1996, four individuals served as Ford's corporate archivist: Alice Benn, Beverly Fenbert, Denise Heppler, and Darleen Flaherty. Darleen Flaherty has worked at Ford's archives since 1980, and is currently assistant corporate archivist.

I tend to judge the quality of a program through my knowledge of the talent and abilities of the individual leading it. But is a program really successful if it falters after the departure of a single individual? The Firestone archives is often viewed as the first professionally managed corporate archives program, and as such has earned a place in corporate archives history. But Firestone no longer has an archives program. It lost its influential position in the archival community when William Overman, the original archivist, left the company.

Similar questions can be asked about repositories that accept business records. One key criterion in appraising the success of repositories is their ability to maintain an ongoing acquisitions program—funded by the company—over a period of many years. The fact is that very few repositories live up to this standard. A company that is reluctant to fund an internal archives program may view the donation of its records to an outside repository as the final solution to a space problem, as opposed to the start of a long-term relationship. For a repository archivist to overcome such short-sightedness takes a level of salesmanship and persuasiveness that few individuals possess.

It might seem, given recent history, that the future of business archives is not promising. However, we can take heart in the fact that merely confronting these issues will make the business archives community stronger. Recognizing the common ground between corporate archivists and archivists at repositories which collect business records will help us lean on—and learn from—one another.

The RAB symposium and book are themselves examples of how we can do this. When I first joined the RAB project, I looked upon it as an effort of corporate and repository archivists to work together toward common appraisal and management objectives. However, such a simplistic view belies the complexities of managing business records, regardless of their setting.

It was disappointing to realize that although corporate archivists have contributed to the RAB project, the symposium and the book are geared more to the needs of repository archivists. But the symposium and book have stimulated important discussions in the business archives community, and hopefully will inspire business archivists to explore these issues in published articles. I can suggest a few areas requiring further study and research:

First, appraisal: The RAB symposium and book have focused a great deal on the difficult issue of appraising business records. I fear that corporate archivists have not given as much thought to appraisal methods as have the RAB project leaders. In fact, a review of the literature will reveal that almost everything that has been written on this subject has been written by historians and repository archivists.

Due to the environments in which they work, corporate archivists are much better at thinking about and addressing outreach, marketing, and management issues than appraisal issues. Appraisal is arguably the single most important responsibility of any archivist, yet my guess is that most corporate archives' holdings are the result of "accidents of evidence," as Bruce Bruemmer suggested in his symposium paper, rather than of a planned acquisition strategy.

A few years ago I gave a paper at an Association of Canadian Archivists meeting on appraisal of business records. I touched upon some complex issues deserving much greater study, including the premise that understanding the potential use of corporate records was the single most important selection criterion. I included one rather heretical thought in the original draft of my ACA paper, but eliminated it after realizing that I did not have enough supporting evidence to back up my conclusions. I shall include it here:

in a corporate environment it is much more important to appraise records for their informational value than for their evidential value. My experience at Kraft and Ford shows that executives and employees tend to request bits and pieces of information from our records, not records that provide evidence of how business has been conducted over the years. I suspect this is the case with other corporate archives as well, and if it is, it might mean that we should develop our own approaches to appraisal.<sup>28</sup>

Another question that has surfaced in RAB discussions, but which was not addressed in the RAB book, is how to deal with the records of company brands or subsidiaries that have been sold. Though divestitures are common in the business world, business archivists do not have an agreed-upon approach to dealing with them. Should such records remain in the archives of the divesting company, or should they be transferred to the acquiring company? Good arguments can be made for either position. On the one hand, a corporate archives should reflect as much as possible a full record of the business dealings of the parent institution. On the other hand, the acquiring company deserves to know the complete history of the brand or subsidiary it is acquiring.

At Kraft we opted to offer the records to the acquiring company, and I have mixed feelings about that approach. From a practical standpoint, once a brand was divested, we had very little need within the company to know much about its history. By holding onto the records, we might have found ourselves providing information services to the acquiring company instead of to our own company, thus diverting us from our primary mission. On the other hand, in almost every case we handed over brand records to companies that did not have in-house archives programs. It pains me to realize that records which we had so carefully arranged, described, and preserved were sent to an unknown future with companies that were not equipped to deal with them properly. Kraft's solution to this problem will have a profound impact on the makeup of its holdings, and other corporate archives programs are certainly dealing with the same dilemma. Yet there has been no discussion of this very important issue in archival literature.

<sup>28</sup>The author shared a draft of this article with colleagues prior to publication, and several remarked on this point. A number of individuals agreed that appraising records for their informational value in a business setting is of paramount importance. However, two people responded with thoughts that point out the need to explore the issue further. Claudette John from the CIGNA Archives stated, "I agree that appraising for information is important. I think it's the part that most of our users understand. I do not agree that it is more important than appraising for evidential value. Maybe it's because the CIGNA Archives' major customers are the corporate legal and secretarial departments, but we consciously document corporate secretarial, marketing, policy, human resources, product and financial functions for their evidentiary as well as for their informational value. And the records are used for both. In fact, the evidentiary value is there because we preserve the records, even if the company never needs to use them." [Excerpt from a letter written by Claudette John to the author, 10 June 1997.]

Business archives consultant Karen Benedict responded as follows: "I wish that you had the time to expand upon the paragraph that you devote to the question of appraisal of records in the corporate archives. I think that you are correct that most corporate archivists—rightly—appraise records on the base of informational value rather than evidential value. It is important to be able to provide the executives and employees with the information that they need from the archives. But it does skew what kinds of records will be found in a corporate archives. There is a strong possibility, based upon what I have seen over the years, that the corporate archives will not maintain a lot of potentially valuable information for the long term ability to examine the activities of the business in their entirety. What are the implications for this? If corporate archivists are unable to address this problem because of the demands on their time and resources to fulfill the information needs of their users—is there a possibility to collaborate with a major repository to collect and preserve records that would enable others to fully understand the successes and failures of the corporation?" [Excerpt from an e-mail written by Karen Benedict to the author, 12 June 1997.]

Another topic that has received little or no coverage is that of the role of business archives consultants. Many companies are increasingly turning to outsourcing as a way to manage stretched budgets. Although a company may not be able to fund an internal program, it may be possible to hire contract archivists through a consulting firm. In this way, a company can keep internal control of its records without adding dreaded headcount to its payrolls.

This may be, in fact, the wave of the future. If so, the impact of consultants on the business archives field will be enormous. What advice will consultants give to their clients, and how will this affect the way that in-house programs are perceived and managed? How should potential clients judge the quality of consulting firms? To date these important questions have received little attention.

There is room for much deeper investigation into these and other issues affecting business archives. This issue of the *American Archivist* offers the first opportunity in many years to examine critical business archives issues in some detail. Yet few corporate archivists have contributed to the effort. This fact is easily understood when you realize that corporate archivists work for institutions that value productivity and contributions to the bottom line, not scholarly or professional research and writing. But if we make an effort to address these issues and to learn from one another, we could increase our chances for survival in the future.

Therefore, I am issuing the following challenge to my corporate colleagues: identify a major issue that confronts you in your work. Read as much as you can in the professional literature and gather information on how other corporate archives are addressing the same issue. Then take the time to put the results of your research into writing, so that we can all benefit from it. Help us make the first decade of the twenty-first century the beginning of a successful new era in corporate archives.

MAJOR BUSINESS ARCHIVES IN THE U.S.<sup>27</sup>

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
ABC News	Newspaper and magazine publishing, broadcasting	1963-present	700,000 videocassette tapes, 6 million feet of news film, 12,000 cartoons of news film out-takes and documentaries	Videocassette and Betacam of field materials and news stories. 16 mm film of news events shot in the field. Off-air recordings of ABC News programming. Film documentaries and out-takes.	Raw footage available to the public through payment of license fees.
Aetna Life & Casualty	Insurance & financial services	1850-present	750 linear feet	Public relations, advertising, annual statements and other financial data, scrapbooks, photos, 16mm film and videotape, company publications, officers' correspondence and internal memos, art, artifacts, and circular letters.	Open, but some restrictions apply; phone or written requests preferred.
American Express	Travel and financial services	1850-present	1,000 cubic feet	Papers of founding partners and CEOs; articles of association; board and executive committee minutes; financial records; company newsletters and publications; express business periodicals; annual reports; product samples; advertising material; travel brochures and posters; maps; and poster and artwork documenting American Express-sponsored cultural programs. Visual materials consist of 7,000-10,000 photographs of American Express travel offices, events, and employees; several hundred videotapes of promotional events, commercials, and conferences; film recordings; and a digital library of 18,000 images on CD-ROM.	By appointment only for both American Express employees and outside researchers.
American International Group, Inc.	Commercial and industrial insurance and financial services	1802-present	700 cubic feet ++ (in development)	Records of the founder and current chairman; biographical data files; financial records; annual reports; minutes and ledger books of parent, subsidiary and predecessor companies; company publications; country files; advertising and photograph collection.	Not yet open, but questions can be directed to the archivist in writing until further notice.

<sup>27</sup>Most of the information in this table was taken from the 1990 edition of the *Directory of Business Archives in the United States and Canada* (Chicago: Society of American Archivists, 1990). The author contacted the companies listed to verify and update the information.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Anheuser-Busch Companies, Inc.	Brewer	1868-present	n/a	Various corporate documents, correspondence files, project materials, artifacts, point-of-sale pieces, catalogs, films, photographs, videotapes, and audio tapes.	Not open to the public. Limited access may be obtained through the archivist.
AT&T Bell Laboratories	Telecommunications	1869-present	900,000 records	Collections are broken down into general records, archives, the former Western Electric Company, artifacts, technical and current photos, and all forms of primary source material with archival value. Some personal papers of notable employees and oral histories, videotapes, and films.	Requests must be in writing and must not be used for advertising purposes.
Bank of America	Banking & financial services	1859-present	6,000+ cubic feet	Records, photographs, video and audio tapes, artifacts relating to the business history of Bank of America.	Primarily for corporate use. Limited public access by permission.
Butterick Company, Inc.	Publishing, communications	1863-present	1,000+ linear feet	A rich and unusual collection of illustrated publications including books, catalogs, and magazines. Artwork includes original fashion design and illustrations and chromolithographs from the late 1800s produced by leading lithographers of the day. There is also a photography and slide collection, vintage patterns, and artifacts.	By written request and appointment only.
CBS News	Broadcasting	1951-present	150 million feet of film; 300,000 videocassettes; 30,000 videotapes	Film and videotape material produced in connection with CBS News broadcasts. Collection includes complete news broadcasts as well as out-takes. Retrieval tools include catalog cards and in-house database.	Open to the public for researching data for outside productions. Stock footage sales available through CBS News Office of Archives Development.



MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Chase Manhattan Corporation	Bank	1799-present	4,000 cubic feet	The Archives collection includes noncurrent records of the Chase Manhattan Corporation, the Chase Manhattan Bank, N.A., and their predecessors that have lasting administrative, legal, or historical value. Heavily used materials include the photograph collection, early water company records of the Bank of the Manhattan Company, and Chase publications.	Open to the public by appointment on approval of the Corporate Archivist.
CIGNA Corporation	Insurance and related financial services; managed health care	1792-present	2,100 cubic ft. in Philadelphia, Pa.; 600 cubic ft. in Bloomfield, Conn.	CIGNA Corporation was created by the 1982 merger of INA Corporation and Connecticut General Corporation. INA was founded as the Insurance Company of North America in 1792, and Connecticut General (CG) as the Connecticut General Life Insurance Company in 1865. CIGNA has archival repositories in Philadelphia, Pa. and Bloomfield, Conn. INA records, corporate records and those of the property casualty and international subsidiaries are maintained in Philadelphia. CG records and the records of the life, health, and financial services subsidiaries are maintained in Bloomfield.	The historical records in the Archives are open to the qualified public by appointment, with approval of the archivist.
Coca-Cola Company	Soft drink	1880-present	3,000 cubic feet	Collections include administrative, financial, legal, marketing, and public relations files. Extensive holdings of photography and audiovisual materials. Collection is heavily weighted towards advertising, marketing, and promotional materials in the United States. Some files on overseas operations.	The collection is closed to the public except for that portion that was designed to market company products. All other access is by individual review.
Corning Incorporated	Manufacturing and Health Services	1851-present	500 cubic feet	Corporate records, photographs, illustrations, audiovisual materials. The bulk of the collection consists of documents dealing with business affairs, research and development, manufacturing, and marketing of products. Approximately 200,000 photographs and 2,000 artifacts support the written documentation.	Corporate personnel; limited outside access for scholarly and genealogical research.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Deere & Company	Agricultural and industrial equipment, consumer products, insurance	1837-present	4,000 cubic feet	Materials relating to the history of Deere & Company and its products.	Permission of the archivist.
Walt Disney Company	Entertainment, leisure	1920-present	n/a	Photographs, business records, tape recordings, books, press clippings, annual reports, awards, house organs, memorabilia, merchandise samples, posters, correspondence, original art, phonograph records, and other material documenting the history of all the Disney enterprises.	Open to students, writers and others working on serious research projects.
Equitable Life Assurance Society of U.S.	Insurance & financial services	1859-present	1,600 linear feet	Records of the Equitable, its subsidiaries and affiliates, related insurance and financial services in domestic and international operations. Included are company histories, executive files, reports, biographical and speech files, annual reports, insurance policies, advertisements, company publications, photographs, audiotapes, videotapes, artifacts, and memorabilia.	Open upon presentation of proper credentials.
Ford Motor Company	Automobile manufacturing	1903-present	7,000 cubic feet	Executive correspondence, news releases, company publications (includes booklets, pamphlets, and company newspapers), company programs, company buildings, anniversary celebrations, Ford family members, production data, miscellaneous Ford facts and figures, Ford annual reports, executive speeches, and international operations.	Ford's archives is designed for use by company employees. Records designated as being publicly available have been sent to the Henry Ford Museum and Greenfield Village, and outside researchers are encouraged to use these facilities and collections. If a researcher's needs cannot be satisfied with the records available at the Museum, applications for access to internal company records will be considered on a case-by-case basis.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
H.B. Fuller Company	Worldwide manufacturer and marketer of adhesives, sealants, coatings, paints, and other specialty chemical products	1887-present	800 cubic feet	The collection includes minutes, annual reports, publications, printed matter, speeches, organization charts, financial statements, acquisition and subsidiary files, legal files, marketing, advertisements, packaging samples and labels, artifacts and memorabilia, photographs, slides and negatives, oral histories, films, and videotapes.	Consult Corporate Archivist.
General Mills	Manufacturer, consumer food products	1860s-present	1,000 cubic feet	Annual reports; publications; printed material; speeches; organization charts; financial documents; marketing plans; print ads; packaging; promotional premiums; photographs; slides; negatives; oral histories; TV commercials; 16mm films; videotapes.	Open to all employees, and by phone only to outside researchers.
Hallmark Cards, Inc.	Greeting cards	1910-present	1,200 cubic feet	Publications, catalogs, correspondence, early and current product samples, original product art, photographs and other materials relating to the company's foundation, history, and product development. (A separate Historical Collection totaling 150 cubic feet contains more than 40,000 non-Hallmark greeting cards dating to the late 18th century, as well as more than 10,000 postcards, famous autographs, antique playing cards, and antique Christmas ornaments.)	Closed to public, except by appointment
Hewlett-Packard Company	Computer and information systems	1938-present	1,500 cubic feet	Resources include records of chief executives, central administration, and corporate labs that are of continuing administrative and historical value. Materials also include oral histories, photographs, internal publications, ephemera, and a historical product collection.	Limited use.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Kellogg Company	Food industry	1907-present	5,000 linear feet	Company documents, ad reprints, marketing materials, photographs, premiums, training films, commercials, slide presentations, purchasing documents, public affairs records, trademark, and patent information are just a portion of the collections housed in Kellogg's Archives.	Open to authorized Kellogg personnel. Outside users only with the approval of the Public Affairs Department.
King Ranch, Inc.	Cattle ranching, horse breeding, agri-business, oil and gas	1820s-present	4,000 cubic feet	Business records of family-owned King Ranch and family papers of Richard King and his descendants. Includes congressional papers of U.S. Representative Richard M. Kleberg and papers of his brother, world cattle baron Robert J. Kleberg.	Access only upon approval of King Ranch, Inc.
Kraft Foods, Inc.	Food Processing	1780-present	6,000 cubic feet	Records documenting the activities of Kraft Foods, its subsidiaries, and predecessor companies, including Kraft, Inc., General Foods Corporation, and Oscar Mayer Foods Corporation. Significant holdings include more than 300,000 print advertisements and point-of-sale pieces; 20,000 commercials; 250,000 photos, slides, and negatives; 500,000 packaging samples; 100 oral history interviews; and kinescopes of Kraft-sponsored television programming, including Kraft Television Theatre and Kraft Music Hall.	Generally not open to outside researchers, although written requests for access will be considered on a case-by-case basis. Will answer mail or telephone requests for information.
Eli Lilly and Company	Pharmaceutical manufacturing	1876-present	n/a	The Archives contains important records and artifacts used by Eli Lilly and Company in more than a century of operations. These records document corporate structure, programs, policies, decisions, product lines, and communications. The Archives also preserves papers, photographs, and memorabilia of the Lilly family.	In-house use only.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Los Angeles Times	Newspaper, media corporation	1859-present	520 linear feet	Holdings include correspondence, memoranda, reports and speeches from publishers, editors and executives, as well as corporate documents, shareholder materials, department records, promotion and public relations material, photographs, newspapers, audio recordings, videotapes, and artifacts. Major subject areas cover the Los Angeles Times, Times Mirror Company, journalism, printing, and downtown Los Angeles.	By permission of Company Historian.
Microsoft Corporation	Computer software	1975-present	700 linear feet	The collection scope includes business records, awards, market research, marketing materials, photographs, audio/video tapes, presentations, vintage hardware, and artifacts. The Archives also collects all versions of Microsoft domestic and international products, including documentation and original packaging.	Internal Microsoft use only.
MITRE Corporation	Education and related	1943-present	1,100 cubic feet	Material relating to the history of Command, Control, Communications, and Information systems. These holdings include photographs, slides, motion picture film, audio and video tape recordings, microforms, annual reports, house organs, press clippings, training brochures, memorabilia, worktasks documentation, minutes, and correspondence.	Restricted to corporation personnel and qualified researchers only.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Motorola, Inc.	Electronics	1928-present	1,000 cubic feet	The Motorola, Inc. Corporate Archives collections held at Motorola Museum of Electronics document the evolution of the corporation—its products, people, and initiatives. A broad spectrum of records are included in the collections: Annual and quarterly reports, brochures, clippings, directories, employee publications, news releases, oral interviews, and speeches and writings. Product records include marketing, advertising, sales, and service publications re: home and auto radios (1930-1984); televisions (1948-1974); semiconductors (1952- ); and radio communications products, including two-way radios, mobile and portable phones, pagers, and data communications (1936- ). Significant Motorola initiatives documented include the training and education of employees and Motorola's quality initiative.	The archives is open to Motorola employees and other qualified researchers by appointment.
New England Mutual Life Insurance Company	Insurance and insurance-related services	1843-present	1,367 linear feet	Records of the parent corporation and its agencies, with limited information about subsidiaries. Records include: Annual reports and annual statements; minutes, correspondence, and administrative files of company officers; marketing and advertising files; product information files; personnel directories; corporate publications (books, pamphlets, magazines, newsletters, manuals); research and planning reports; 19th-century insurance applications; policies; policy registers and planning reports; policy ledgers from 1843-1890; 19th- and 20th-century financial records, including ledgers of accounts, cash books and stock and bond registers; agency files; departmental and subsidiary information files; scrapbooks; photographs and other audiovisual media; and memorabilia.	Company associates: Open in accordance with corporate policy on the confidentiality of information. General public: Written application to the archivist stating nature of research project; access conditional upon approval by the archivist and the Vice President of Public Relations.



MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
New York Stock Exchange, Inc.	Securities exchange	1792-present	1,500 cubic feet	Administrative records of the New York Stock Exchange and its affiliates, information on listed companies, members and member firms, records of stock sales prices, house organs, books on the history of the stock market, photographs, films, videotapes, and artifacts.	Reference requests must be submitted by letter.
JCPenney Company	Retail	1876-present	225 linear feet	The JCPenney Archives contains both the corporate records of the JCPenney Company (annual reports, publications, etc.) and the personal papers of Mr. James C. Penney, founder, as well as store photographs, advertisements, and other audiovisual records.	Limited; by permission of the Corporate Archivist
Phillips Petroleum Company	Energy	1874-present	700 cubic feet	The Phillips Corporate Archives contains the corporate records of Phillips Petroleum Company and subsidiaries, as well as its founders, Frank and L. E. Phillips; biographical data files; financial reports; organization charts; advertisements and publicity campaign materials; company publications and employee newsletters; executive speeches; more than 800,000 photographs and negatives; audio- and video-taped oral histories; maps, and many other artifacts.	Limited; by permission of the Corporate Archivist.
Procter & Gamble Company	Consumer products	1837-present	4,000 cubic feet	Holdings consist of papers of the founding partners, financial records, company publications, print and broadcast advertising, more than 14,000 product samples, more than 200,000 photographs of packaging, facilities, and employees, and a wide variety of other documentation for company brands and acquired companies.	Restricted. Outside requests for information subject to approval of Corporate Archivist and Public Relations Department.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
The Sporting News Publishing Company	Magazine and book publisher	1859-present	600 cubic feet	Complete runs of published guides and registers to the four major U.S. sports (baseball, American football, basketball, and hockey); microfilm of "The Sporting News" and "The Sporting Goods Dealer;" Charles Martin Conlon collection of glass plate negatives; correspondence between J.G. Taylor Spink and Ty Cobb; papers of Ban Johnson, American League president; sports artifacts; books and pamphlets; clipping files, and more than 500,000 photographs.	Limited; permission required from the Director of Historical Records.
Texas Instruments	TI is a high-technology company with sales or manufacturing operations in more than 30 countries. TI products and services include semi-conductors; defense electronics systems; software productivity tools; printers, notebook computers and consumer electronics products; custom engineering and manufacturing services; electrical controls; and metallurgical materials.	1903-present	1,500 cubic feet, plus 1,200 artifacts	Holdings include company publications; annual and quarterly reports; news releases; device specifications; brochures; speeches of key executives and key personnel; executive correspondence and papers; records of predecessor companies, subsidiaries, and merger partners; policy and procedure manuals; research and development records; photos, films, and videotapes; and artifacts.	Limited; permission required from Vice President, Corporate Staff.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Tiffany & Company	General manufacturing	1837-present	2,000 cubic feet	Material pertaining to the history of Tiffany & Co. (founded in 1837), including its retail operations and silver and jewelry manufacturing facilities. Extensive documentation on the design, manufacture, and sale of silver, including blueprints, design resources, and work records (1840-present). Collection of jewelry sketches and gemstone records (1840-present), information on commemorative medals; clipping books; World's Fair records (1853-1940); catalogs and publications (1845-present); and some retail records including store photographs, employee records, and limited correspondence files. Archives also contain the Permanent Collection of Jewelry and Silver.	Free to scholars, authors, and museum professionals upon application by letter. All others charged an access fee of \$250.
Time, Inc.	Publishing and communications	1922-present	n/a	Holdings include photographs, slides, motion picture film, oral history, volumes of publications, annual reports, house organs, press clippings, books, promotion materials, minutes, correspondence, volumes of Time, Inc. history, memorabilia.	Restricted; written applications will be considered on their merit.
Wells Fargo Bank	Financial services	1852-present	5,000 linear feet	Information sources which document the origins, development, operations, and impact of Wells Fargo & Company and all of its subsidiaries, affiliates, and merger partners from 1852 to the present.	Permission of the archivist.

MAJOR BUSINESS ARCHIVES IN THE U.S.—Continued

Company Name	Type of Business	Inclusive Dates	Total Volume	Description	Conditions of Access
Weyerhaeuser Company	Forest products company	1880-present	2,500 cubic feet	A collection of business records relating to the history of Weyerhaeuser Company, its antecedent, merged, and subsidiary companies, and materials relating to the people associated with them. The major part of the collection consists of correspondence and office files, financial records, advertising campaigns, oral histories, and audiovisual and printed materials.	External researchers must submit a request describing the scope and content of their project. Some parts of the collection are closed to all outside researchers.
Wm. Wrigley Jr. Company	Chewing gum manufacturer	1898-present	900 linear feet	Holdings consist of photographs, slides, tape recordings, annual reports, financial reports, house organs, press clippings, advertising campaigns, memorabilia, minutes, articles of incorporation, and correspondence.	Restricted; requests are handled on an individual basis.