

University of Mary Washington; Department of Historic Preservation  
**HISP 308: Cultural Resource Management**

Fall 2010  
Combs 025

Prof. Douglas Sanford  
MWF: 10:00 – 10:50 AM

### **COURSE DESCRIPTION**

Cultural resource management (CRM) defines a broad field of preservation related activities that combine field and background research methods, data analysis, diverse formats for communicating information, and services provided to public institutions, governments, and private individuals. Often termed *consulting*, *compliance*, or *contract* work, CRM is a major domain of employment for people with historic preservation skills and aptitudes for integrating academic studies and business operations with the demand for multifaceted preservation work in the public sector. Successful CRM practice depends upon an applied knowledge of preservation and environmental laws, and of planning mechanisms and processes as much as strategies for architectural and archaeological survey and historic resource assessment.

This seminar format course examines how these activities, skills, and practices influence one another, and how CRM is currently conducted by private firms and public agencies with different sized staffs. Topics of focus include organizational management, constructing budgets, negotiation, and writing proposals and contracts. Also considered are ethical issues related to CRM's business, professional, and political realms. Regional CRM practitioners will speak to the class and provide a forum for discussing contemporary trends, such as cultural politics, heritage tourism, and shifting economic and environmental concerns.

### **COURSE OBJECTIVES**

1. Understand the current nature of American CRM as a preservation service-oriented business that involves research, assessment, and planning processes. CRM has transformed modern American archaeology, historic preservation, and folklore; and now increasingly influences the fields of public history, heritage management, and heritage tourism. While it can be distinguished from Federal and State management of cultural resources, CRM, as a professional business has close associations with the ways in which public agencies and private organizations preserve and interpret cultural resources.
2. Become familiar with the current practices and literature of CRM, so as to facilitate future interactions with CRM activities and to be prepared for CRM employment opportunities.
3. Gain familiarity with organizational and management practices for people, tasks, facilities, schedules, and budgets.
4. Gain experience in proposal writing for different kinds and scales of preservation projects. Applicable goals for such proposals include research value, clarity, organization, relevance, demonstrated competence, and feasibility.

## COURSE REQUIREMENTS

(1) Required texts include: *Cultural Resource Law and Practice: An Introductory Guide*, by Thomas R. King (2008, 3<sup>rd</sup> edition); and, *Negotiation Basics for Cultural Resource Managers*, by Nicholas Dorochoff (2007).

(2) Recommended texts: *Assessing Site Significance: A Guide for Archaeologists and Historians*, by Donald L. Hardesty and Barbara J. Little (2009, 2<sup>nd</sup> edition); and, *Cultural Resources Archaeology*, by Thomas Neumann, Robert Sanford, and Karen Harry (2010, 2<sup>nd</sup> edition).

(3) Additional readings will consist of handout materials and those placed on Blackboard. **As a seminar course, students must participate in class and discuss readings on a regular basis. At scheduled times specific students will be responsible for particular readings.**

(4) There is no mid-term examination. The final examination will occur on Friday, Dec. 10<sup>th</sup>, from 8:30 to 11:00 AM.

(5) Assignments: a series of small to large assignments provide the basis for gaining experience with CRM applications. Assignment requirements will be discussed fully in class.

- A. Assessing Local Resources: National Register inventories and State contexts.
- B. Phase I Field Study & Planning Memo.
- C. CRM project proposal and budget.

**N.B. No Late Papers Will be Accepted without Penalty (1 letter grade per day).**

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## COURSE INFORMATION

(1) Grading Scale: A: 94-100; A-: 90-93; B+: 87-89; B: 83-86; B-: 80-82; C+: 77-79; C: 73-76; C-: 70-72; D+: 67-69; D: 63-66; D-: 60-62; F: 0-59. Your final grade will be determined on the following basis: Assignment A (15%); Assignment B (20%); Assignment C (30%); Final examination (10%); Class participation (discussions, exercises, presentations - 25%).

(2) Office Hours: Combs 133: Mon.: 11 AM – 12 noon; Tues.: 3-4 PM; Wed.: 1-2 PM; Thurs.: 2-3 PM; Fri., 11 AM-12 noon, **and by appointment**. Office phone: 654-1314. I communicate best by e-mail: [dsanford@umw.edu](mailto:dsanford@umw.edu)

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## **CLASS SCHEDULE AND ASSIGNMENTS**

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| Aug. 23 | Course Introduction.  |
| Aug. 25 | CRM's Current Status & its Permeable Boundaries.<br>Reading: King, Preface & Chpt. 1. |
| Aug. 27 | Boundaries (continued). CRM's Historic Background.<br>Reading: King, Chpt. 2          |
| Aug. 30 | History (continued). CRM's Historical Trends & Factions.                              |

- Sept. 1 CRM as a Professional Business.  
Reading: King, Chpt. 3.
- Sept. 3 Class Discussion of King, Chpt's. 2-3.
- Sept. 6 CRM online – Class exercise.
- Sept. 8 CRM online – Class exercise.
- Sept. 10 Legislate Review.  
Reading: King, Chpt. 4
- Sept. 13 The Laws, Planning, Mechanism, & Project Origins.  
Reading: King, Chpt. 6
- Sept. 15 Legal matters (continued).
- Sept. 17 Class discussion: King, Chpt.'s 4 & 6.
- Sept. 20 Background Research: Strategies, Contexts, & Assessing Existing Inventories.  
**Receive Assignment A: Virginia's National Register Properties & DHR Contexts.**
- Sept. 22 Discussion: Figuring Out Why the Past Matters in a New Context.  
Reading: Edwin Dobb (2010): Location, Occupation, Juxtaposition,  
Interpenetration: Notes on an Erotics of the Mining City.
- Sept. 24 **1<sup>st</sup> Speaker.**
- Sept. 27 Significance: The Law & What People Say.
- Sept. 29 Significance & Section 106.  
Reading: King, Chpt. 5
- Oct. 1 Section 106 discussion (having our own manual).
- Oct. 4 Research Design I – RFP's (What the Client Wants)
- Oct. 6 RFP's & Drafting Responses & Proposals.  
**Assignment A due.**
- Oct. 8 Putting Cultural Resources in Context (whether you like it or not).  
Reading: Allen Miller (2010): "The Lighthouse Top I See": Lighthouses as  
Instruments and Manifestations of State Building in the Early Republic.
- Oct. 11 **No Class – Fall Break**

- Oct. 13 Fieldwork: Survey Strategies and Forms.  
**Receive Assignment B: Phase I Field Study & Planning Memo**
- Oct. 15 Assignment B field session (half of class).
- Oct. 18 Assignment B field session (other half of class).
- Oct. 20 CRM as a Professional Business: Organization & Management I.
- Oct. 22 **2<sup>nd</sup> Speaker.**
- Oct. 25 Organization Management (continued): Facilities, Organizational Scale, & Affiliation.  
Reading: Wolley Vawser (2004): “Government Archaeology: Teaching Archaeology and Cultural Resource Management.” **AND** White et. al. (2004): “Academic Archaeology is Public Archaeology.” Available in pdf format through the Society of American Archaeology website (both short articles):  
<http://www.saa.org/publications/theSAAArchRec/mar04.pdf>
- Oct. 27 Organization & Management II: Proposals & Budgets.
- Oct. 29 Budget & Task Schedule Session with Excel.
- Nov. 1 Contracts & the Law: Obtaining & Negotiating Contracts.  
Reading: Dorochoff (2007), Chpt.’s 1, 2  
**Assignment B due.**
- Nov. 3 Negotiation (continued).  
Reading: Dorochoff, Chpt.’s 3, 4
- Nov. 5 Contracting Consultants & Specialized Services.  
**Receive Assignment C: Developing a Proposal & Budget.**
- Nov. 8 Personnel: Jobs, Qualifications, Vita/Resumes.  
Reading: Thomas D. Visser (2009): The Status of Professional Career Openings in Historic Preservation in the United States.
- Nov. 10 Standards of Performance & Competency.  
Reading: Thomas Neumann & Robert Sanford, “Codes of Conduct & Standards of Research: The Meaning of ‘Professional’” (Appendix B).
- Nov. 12 CRM Reports & Communication Formats: Structure, Content, Standards & Guidelines.  
Reading: King, Chpt. 7

- Nov. 15 CRM Communication: Planning & Management Recommendations.  
Reading: King, Chpt. 8.
- Nov. 17 Grant Writing: Sources & Strategies.
- Nov. 19 Professional Standards & Ethics: Public Controversies, Business Dilemmas.  
Reading: King, Chpt. 9
- Nov. 22 Ethics (continued) & More Negotiation.  
Reading: Dorochoff, Chpt.'s 5, 6
- Nov. 24, 26 **No Class – Thanksgiving**
- Nov. 29 Completing and Assessing Negotiations.  
Reading: Dorochoff, Chpt.'s 7, 8
- Dec. 1 CRM's Cultural Politics: Heritage Management & Heritage Tourism.  
Reading: Shackel (2005): Local Identity, National Memory, and Heritage Tourism: Creating a Sense of Place with Archaeology. **Or**, Marie Tyler-McGraw (2006): Southern Comfort Levels: Race, Heritage Tourism, and the Civil War in Richmond.
- Dec. 3 Heritage Management & Tourism discussion.

**TBA: Due Date for Assignment C.**

**Final Examination: Friday, December 10<sup>th</sup>, 8:30 - 11:00 AM.**