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**From the Selected Works of Rick A Stoddart**

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Fall 2012

# Assessing the Strategic Credibility of Special Collections and Archives

Rick A Stoddart, *Oregon State University*  
Erin L Passehl, *Western Oregon University*

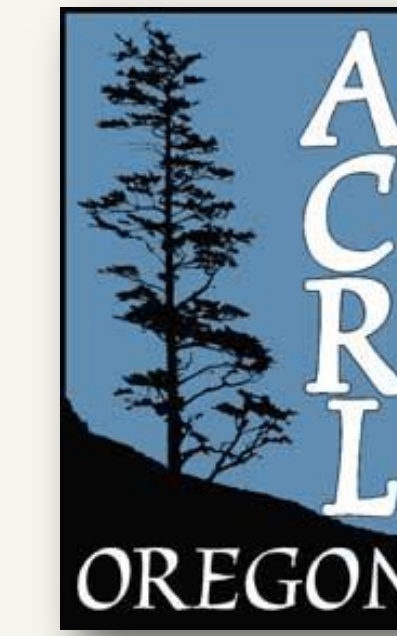


Available at: [https://works.bepress.com/richard\\_stoddart/29/](https://works.bepress.com/richard_stoddart/29/)





# Assessing the Strategic Credibility of Special Collections and Archives



2012 ACRL-Oregon & Washington Fall Conference



Erin Passehl, Western Oregon University  
Rick Stoddart, Oregon State University

## Strategic Credibility

### Definition:

"Strategic credibility is defined as how others view the company's overall corporate strategy and its strategic planning capability."

### Benefits:

- Improved relations with stakeholders
- Better morale of employees
- More goal focused employees
- Attracting talented people motivated by the strategy

*Higgins and Diffenbach (1989)*

### Strategic Credibility Factors

Demonstrated performance

Capability to strategize

Communication of organizational strategy to key stakeholders

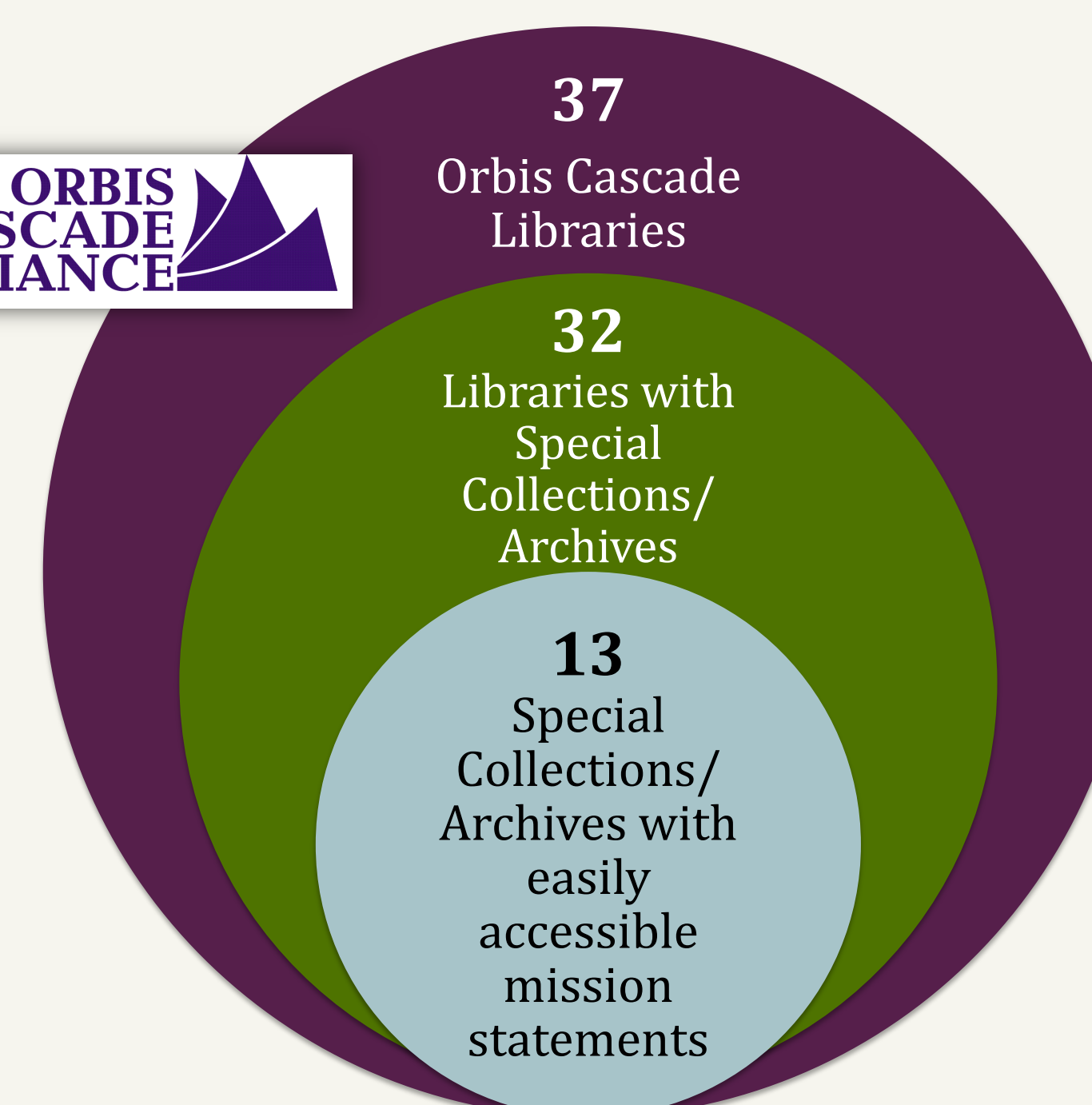
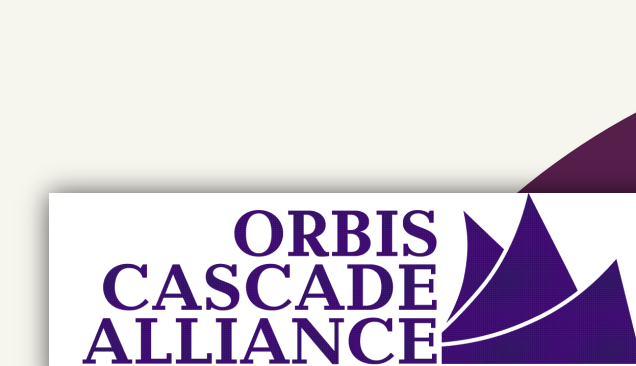
Credibility of organizational leadership

*Higgins (2002)*

## Capability to Strategize

### Methodology: Strategic Planning and Mission Statements

- Individually examined Orbis Cascade Alliance college/university mission statements for themes
  - Discussed findings and reached consensus
- Individually examined Orbis Cascade Alliance Special Collections/Archives mission statements
  - Included multiple departments at one institution if they had mission statements (N=18, not 13)
  - Discussed findings and reached consensus
- Negotiated common themes (how well-aligned)



### Overall Special Collections Archives Alignment with College/University Mission

17% -- No alignment  
39% -- 1 common theme  
22% -- 2 common themes  
5% -- 3 common themes  
17% -- 4 or more common themes

## Communication of organizational strategy to key stakeholders

"Are academic libraries presenting their mission statements online? How much worth is assigned through this communication?" – *Kuchi (2006)*

### Methodology: Accessibility of Mission Statements

- Does the location of the mission statement on the website signify how much value the department placed on it?
- Judged the position and access to mission statements on each website
  - Counted number of "clicks" from main webpage
  - Looked at where mission statements were located
  - If not directly linked, we explored where it existed

### Accessibility Results

| 58 %                                 | 18 %                                  | 18 %                                  | 39 %  | 1   |
|--------------------------------------|---------------------------------------|---------------------------------------|---|---|
| Within 1 click of Archives main page | Within 2 clicks of Archives main page | Within 3 clicks of Archives main page | Archives directly linked from the library main page | Mission statement directly stated on Archives main page |

## Key Findings

### Demonstrated performance

- 59% of Alliance Special Collections/Archives do **not** have easily accessible mission statements online

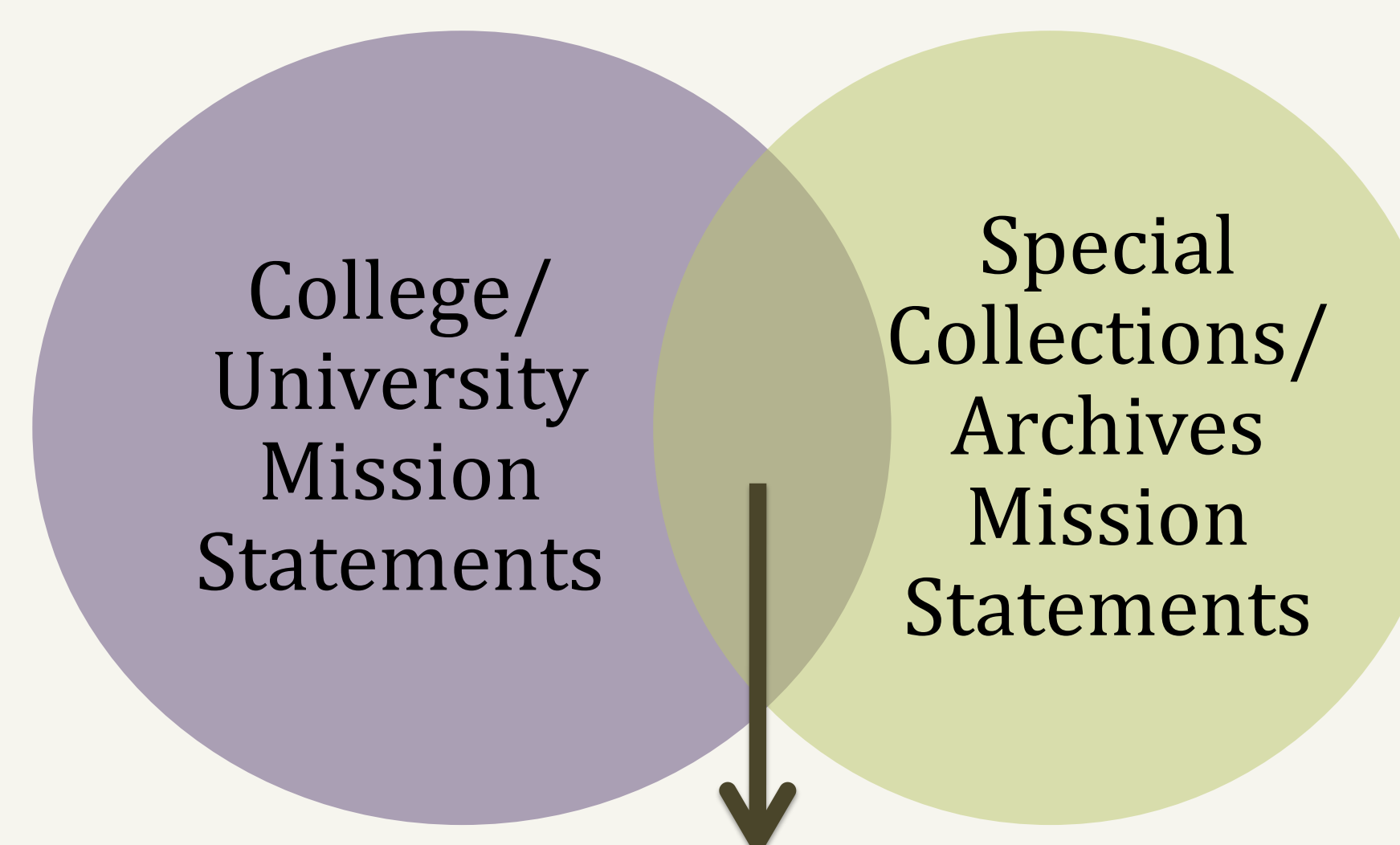
### Capability to Strategize

- Of those with mission statements, many are **indirectly** linked on their website

### Communication to Stakeholders

- Most state **WHAT** they do (preserve) but not **WHY** (learning, research)

### Common Aligned Themes in Mission Comparisons



Research (7)  
Subject Area (4)  
Teaching, Education, Scholarship (3)  
Denomination/Faith, Service (2)



## Demonstrated Performance

"No single publication of a library can do more to enhance its reputation and increase its budget than its annual report."

*Mersky (1983), Staines (2009)*

0 found online

Annual reports for Special Collections/Archives in the Alliance