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From the SelectedWorks of Rick A Stoddart

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Assessing the Strategic Credibility of Special Collections and Archives Departments

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Assessing the Strategic Credibility of Special Collections and Archives

2015 Western Round-Up Conference

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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

Communication of organizational strategy to key stakeholders

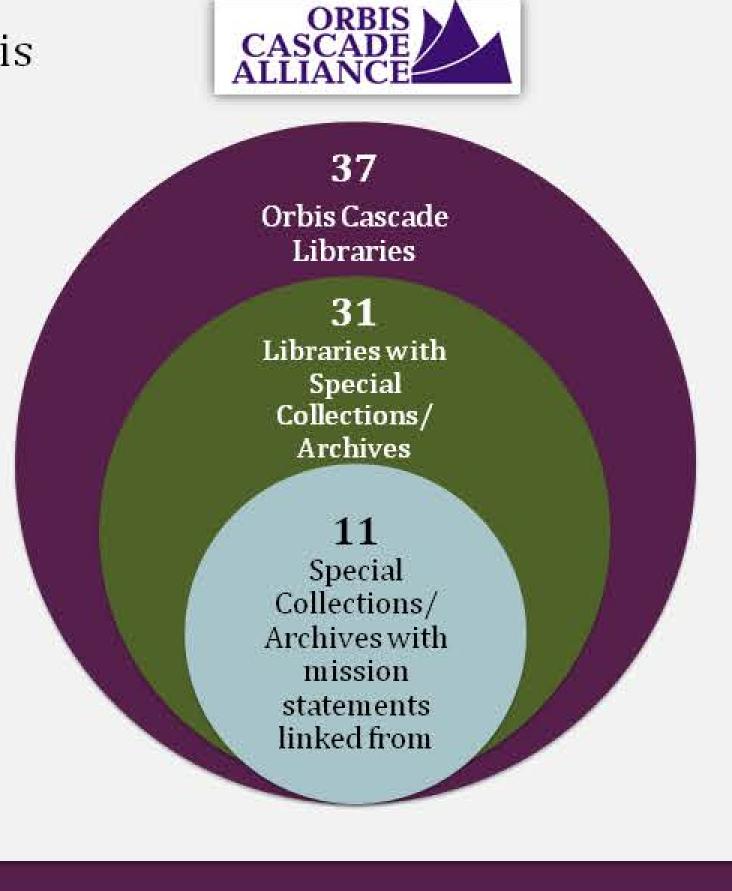
Capability to strategize

Credibility of organizational leadership

Higgins (2002)

Methodology

- Examined members of the Orbis
 Cascade Alliance
 college/university mission
 statements for themes
- Examined Orbis Cascade
 Alliance members Special
 Collections/Archives mission
 statements
- Negotiated common themes (how well aligned)
- Judged position, access to mission statements on each website



Key Findings and Highlights

Demonstrated performance

 No Special Collections/Archives shared annual reports, impact stories, statistics, or assessment information online.

Capability to Strategize

- 65% of Special Collections/Archives do **not** have easily accessible mission statements online.
- Often missions are indirectly linked and thus "hidden" from stakeholders in Collection Policy, About pages, or within PDF documents.

Communication to Stakeholders

- Most Special Collections/Archives state WHAT they do (collect, preserve) but not WHY (learning, research)
- Choice of language not clear to stakeholders (canned, repository, types of value)

Special Collections/Archives Common Mission Themes



"Are academic libraries presenting their mission statements online? - *Kuchi (2006)*

73%	18%	0%	65%	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

Common Aligned Themes in Mission Comparisons

College/ University Mission Statements

Special Collections/ Archives Mission Statements

Statements

42% -- No alignment (13)

29% -- 1 common theme (9)

13% -- 2 common themes (4)

10% -- 3 common themes (3)

6% -- 4+ common themes (2)

Top Aligned Themes:

Research (7) | Collecting Scope (7) | Audience (6)

Teaching (4) | Faith/Religion (4) | Learning (3)

College/University Common Mission Themes



Other types of value communicated through websites

Instructional Services

- Aligns with university teaching missions
- Example: Willamette, UW, UO

Targeting Stakeholders

- Alumni, student groups
- Example: WWU, Whitman, OHSU

Advancing Institutional Mission

- Land grant, university, library
- Example: OSU, WSU

Types of Learning

- Emphasis on experiential
- Example: OSU, Linfield