Assessing the Strategic Credibility of Special Collections and Archives

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Communication of organizational strategy to key stakeholders

**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

**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)

**Accessibility Results**

<table>
<thead>
<tr>
<th>Position from Main Page</th>
<th>Number of Institutions</th>
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</thead>
<tbody>
<tr>
<td>Within 1 click of Archives main page</td>
<td>39%</td>
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<tr>
<td>Within 2 clicks of Archives main page</td>
<td>18%</td>
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<td>Within 3 clicks of Archives main page</td>
<td>18%</td>
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<tr>
<td>Archives directly linked from the Library main page</td>
<td>39%</td>
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<tr>
<td>Mission statement directly stated on Archives main page</td>
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**Common Aligned Themes in Mission Comparisons**

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

**Strategic Credibility Factors**

- Demonstrated performance
- Capability to strategize
- Communication of organizational strategy to key stakeholders
- Credibility of organizational leadership

**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)

**Higgins and Diffenbach (1989)**

**Higgins and (2002)**

**Mersky (1983), Staines (2009)**

**Kuchi (2006)**

**2012 ACRL-Oregon & Washington Fall Conference**

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

"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