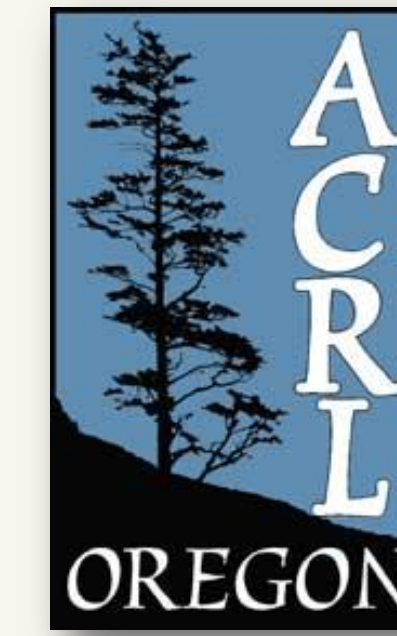




Assessing the Strategic Credibility of Special Collections and Archives



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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)

Capability to Strategize

Methodology: Strategic Planning and Mission Statements

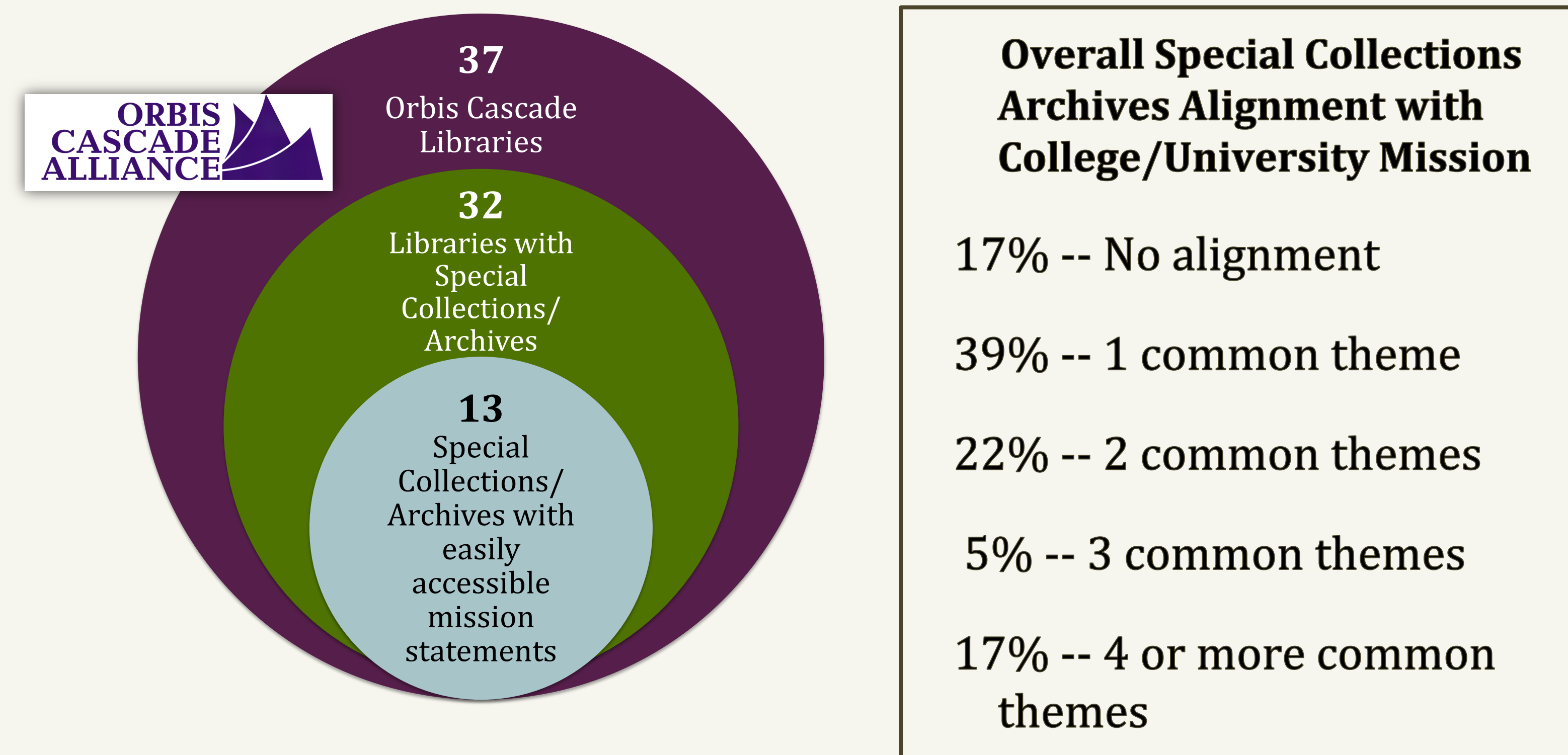
- Individually examined Orbis Cascade Alliance college/university mission statements for themes
 - Discussed findings and reached consensus
- Individually examined Orbis Cascade Alliance Special Collections/Archives mission statements
 - Included multiple departments at one institution if they had mission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

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



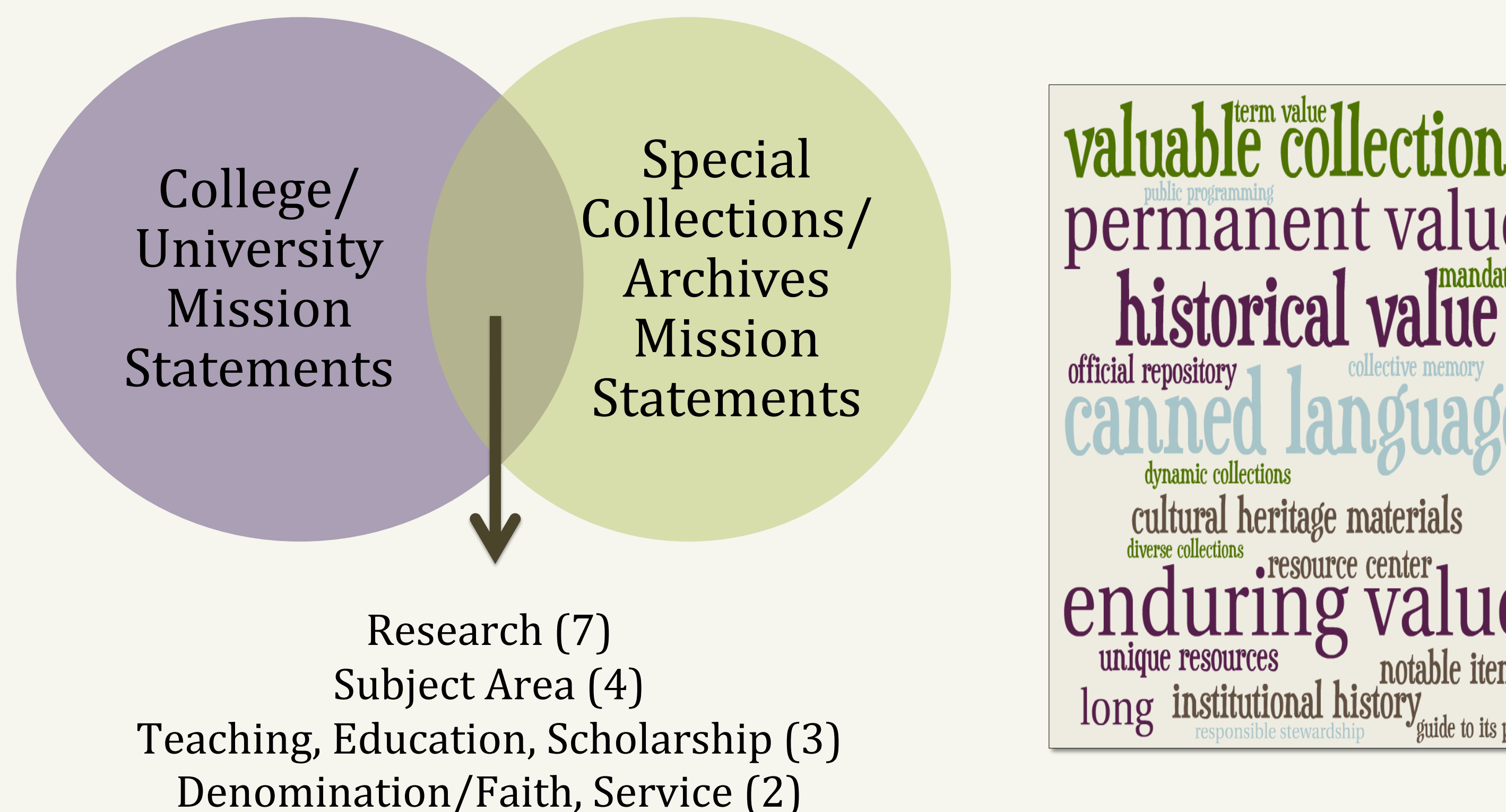
Accessibility Results

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



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