Cross-functional Collaboration: The Placement of Archival Processing in ARL Libraries

CORY NIMER AND REBECCA WIEDERHOLD
Brigham Young University

Abstract: This paper reviews the results of two studies of the administrative structures that support archival processing functions in academic libraries, assessing benefits and drawbacks of current models. With this research, the authors sought to determine whether best practices exist for the placement of processing units within academic libraries and whether these structures correlate with other statistical measures. The first study examined staff directories and organizational charts on Association of Research Libraries (ARL) member library websites. A follow-up study gathered qualitative data from ARL libraries, examining library administrators' experience with their organizational structure. The research results were used to inform an administrative reorganization of the Harold B. Lee Library at Brigham Young University.

Introduction

Archival processing in the Harold B. Lee Library at Brigham Young University is a function that has historically been performed by distributed processors supervised by individual special collections curators. Prior to 2006, cataloging of archival and manuscript collections was also performed by a cataloger within special collections. Between 2006 and 2014, the reporting line for Lee Library's archival cataloger was bifurcated, with accountability to both the special collections and cataloging departments. In 2015, to facilitate standardization of archival processing and to improve efficiency and quality of finding aid outputs, the creation of a centralized archival processing unit brought student and paraprofessional processors under the supervision first of a rotating curator and later a dedicated processing supervisor. At the same time, the joint reporting arrangement for the archives and manuscripts cataloger was modified to reduce influence from special collections on the position and better align with the cataloging department's priorities. An external review of the library's organizational structure in 2019 led senior library administration to consider realignment for several units within the library, including the archival processing team.[1]

In undertaking the current research, the authors sought to provide informed recommendations to the library administration by reviewing the current landscape of archival processing and archival cataloging administrative structures within academic libraries in the United States. After an inconclusive review of the professional literature, an initial study compiled statistical information on staffing levels in special collections departments from staff directories and organizational charts available on Association of Research Libraries (ARL) member library websites. A follow-up survey then gathered qualitative data from ARL libraries, investigating the effectiveness of organizational structures from the perspective of library administrators. This research highlighted the benefits and drawbacks of current models for the administrative placement of archival processing functions and measured correlations with other statistical measures.

Literature Review and Problem Statement

---

[1] The external organizational review was conducted by consultants from re:work library consulting, an academic library consulting firm. Reviewers included Carol Pitts Diedrichs, former director of the Ohio State University Libraries, and Brian E. C. Schottlaender, former university librarian at the University of California, San Diego.

Organizational structure has been a topic of interest for technical services in academic libraries, as demonstrated by publications such as Bradford Lee Eden's *Innovative Redesign and Reorganization of Library Technical Services* and its sequel, *More Innovative Redesign and Reorganization of Library Technical Services.*[2] These books, as well as articles in journals such as *Technical Services Quarterly* or reports by scholarly societies, provide case studies of administrative change and document the impact of organizational change within library technical services. These studies have excluded archival processing services, suggesting their peripheral position in relation to technical services departments.

At the same time, there have been few studies of administrative structures for processing in the archives literature, despite the fact that cataloging and archival processing are listed among the top most challenging issues cited by special collections and archives personnel.[3] Archival processing in particular is described in most texts as being an archival function and is assumed to be performed by archivists as part of university archives or special collections departments.[4] Todd-Diaz addresses the placement of archives within libraries and the impact of this "parent-child relationship," but does so without specific discussion of the placement of internal units or archival functions within archives and/or the larger library organization.[5]

Within the literature on the increasing convergence of cultural heritage professions, some authors have noted archival processing and cataloging as areas needing greater collaboration. Bastian, Sniffin-Marinoff, and Webber's *Archives in Libraries: What Librarians and Archivists Need to Know to Work Together* focuses on the need for mutual understanding between these complementary professions and a shared understanding of terminology for similar activities. Their brief comparison of the processing that archivists perform and the librarian's responsibility for cataloging highlights the shared goal for organizing and making materials accessible.[6] From the perspective of a rare books cataloger, Nichols notes the benefits of closer consultation between special collections and technical services staff, especially for unique materials, and suggests that as the line between the professions fades it may be possible for the philosophically differing work of technical services archivists and rare books catalogers to be undertaken by the same personnel.[7]

Information about organizational structures supporting archival processing and cataloging activities can also be gleaned from individual case studies that discuss local projects. However, such articles generally do not provide context for institutional workflows within overall industry trends. Instead, many of these case studies are focused on system or program implementations that include staff from special collections and archives departments and cataloging departments. Patty describes such a workflow at the American

---

[2] Bradford Lee Eden, *Innovative Redesign and Reorganization of Library Technical Services* (Westport, Conn.: Libraries Unlimited, 2004) and Bradford Lee Eden, *More Innovative Redesign and Reorganization of Library Technical Services* (Westport, Conn.: Libraries Unlimited, 2008).

[3] OCLC Research, *Making Archival and Special Collections More Accessible* (Dublin, Ohio: OCLC Research, 2015), 12.

[4] Laura A. Millar, *Archives Principles and Practices*, 2nd ed. (Chicago: Neal-Schuman, 2017), 124; Pam Hackbart-Dean and Elizabeth Slomba, *How to Manage Processing in Archives and Special Collections* (Chicago: Society of American Archivists, 2012), 8; Daniel A. Santa Maria, *Extensible Processing for Archives and Special Collections: Reducing Processing Backlogs* (Chicago: Neal-Schuman, 2015), 137; James M. O'Toole and Richard J. Cox, *Understanding Archives & Manuscripts* (Chicago: Society of American Archivists, 2006), 123.

[5] Ashley Todd-Diaz, "Archives in Libraries: The Impact of a Parent-Child Relationship on Corporate Identity and User Perception" (PhD diss., Emporia State University, 2019).

[6] Jeannette A. Bastian, Megan Sniffin-Marinoff, and Donna Webber, *Archives in Libraries: What Librarians and Archivists Need to Know to Work Together* (Chicago: Society of American Archivists, 2015), 28.

[7] Margaret F. Nichols, "The Cataloger and the Archivist Should be Friends: or, Herding vs. Milking Special Collections," *RBM: A Journal of Rare Books, Manuscripts, and Cultural Heritage* 12, no. 1 (2011): 25-33.

Catholic History Center and University Archives at the Catholic University of America, in which an archivist prepared collection descriptions in Encoded Archival Description (EAD) that were subsequently transformed to MARC for review and loading by cataloging staff.[8] Ou, Rankin, and Shein have similarly written about their reuse of finding aid metadata produced by special collections staff in ArchivesSpace to generate MARC records in the cataloging department at the University of Nevada, Las Vegas.[9] Another case study by Calahan and Dietrick documents the University of Minnesota Libraries Archives and Special Collections' workflow for clean-up and migration of finding aids created by disparate units into a unified finding aids database following a reorganization of archives and special collections into a single department.[10]

In a few cases, these case studies have documented closer integration of special collections and archives departments with catalogers in other library departments. Colati, Crowe, and Meagher describe the University of Denver Penrose Library's consolidation of cataloging and archival processing within the institution's library technical services unit to improve support for their item-level digitization efforts. In this example, traditional departmental reporting lines allowed for communication to the dean, while a secondary team structure utilizing cross-divisional functional teams was introduced with a direct, independent line of communication to the dean through the creation of councils for reporting on function-based responsibilities.[11] In an overview of case studies on digital project management in special collections and university archives, Fritz also addressed the benefits of cross-functional teams in supporting better collaboration between "subject librarians, archivists, and technical and digital services specialists" for integrated workflows.[12] Both point to the benefits and challenges of close collaboration between archives and cataloging professionals, but are of limited application due to a lack of context within the larger landscape of administrative structures for archival processing.

Two studies in the archival literature attempt to provide an industry baseline for examination of topics related to archival processing and cataloging activities. A survey of ARL libraries by Hackbart-Dean and Slomba in 2009 investigated policies and practices for processing manuscript and archival collections, with one question focused on illuminating who performs the processing of manuscript and archival collections. They reported that in the overwhelming majority of institutions, archival processing occurs in special collections or archives departments (93 percent for manuscript materials, 95 percent for archives). However, the survey report did not inquire specifically about the organizational placement of catalogers involved in the archival processing workflows. It also did not discuss perceptions of the effectiveness of the administrative structures supporting the archival processing workflows in these institutions.[13]

A more recent survey of ARL libraries was conducted by Sweetser and Orchard in 2018. The article provides a useful history of archival description and the bifurcation of responsibilities between traditional

[8] William Jordan Patty, "Metadata, Technology, and Processing a Backlog in a University Special Collections," *Journal of Archival Organization* 6, no. 1-2 (2008): 102-120.

[9] Carol Ou, Katherine L. Rankin, and Cyndi Shein, "Repurposing ArchivesSpace Metadata for Original MARC Cataloging," *Journal of Library Metadata* 17, no. 1 (2017): 19-36.

[10] Lisa Calahan and Kate Dietrick, "Setting the Stage and Keeping Sane: Implementing ArchivesSpace at the University of Minnesota," *Journal of Archival Organization* 13, no. 3-4 (2016): 114-26.

[11] Gregory C. Colati, Katherine M. Crowe, and Elizabeth S. Meagher, "Better, Faster, Stronger: Integrating Archives Processing and Technical Services." *Library Resources Technical Services* 53, no. 4 (2009): 261-70.

[12] Angela Fritz, "From Collection Silos to Digital Content Hubs: Digital Project Management in Special Collections and University Archives," in *Project Management in the Library Workplace*, edited by Alice Daugherty, 187-98 (Bingley, UK: Emerald Publishing Limited, 2018).

[13] Pam Hackbart-Dean and Elizabeth Slomba, *Processing Decisions for Manuscripts & Archives*, SPEC Kit, no. 314 (Washington, DC: Association of Research Libraries, 2009), https://publications.arl.org/Processinng-Decisions-SPEC-Kit-314/1.

catalogers and archivists; however, the focus of this research is on archival description and cataloging alone and does not address archival processing, which was the primary focus of our research. It also does not specifically address reporting lines nor does it distinguish between catalogers residing within special collections/archives or an outside library unit.[14]

The present research attempts to fill some of these gaps in the literature, especially with relation to identifying common administrative structures across academic libraries for archival processing and archival cataloging activities. The authors also hope to determine whether or not correlations exist between administrative models and other statistical measures and to assess administrators' perceptions of the effectiveness of each type of organizational structure.

Methodology

Initial study

A preliminary study was conducted in order to provide baseline information on archival and manuscript processing functions in academic libraries, and to determine whether our organizational structure aligned with norms in academic libraries that are also ArchivesSpace institutional members. Data was compiled based on staff directories and organizational charts available on the websites of 62 ARL libraries that are also members of ArchivesSpace in the large or very large categories. Supplementary information about these libraries, including operating budgets and collection sizes, was collected from the *Library Technology Guides* website.[15] Looking at the 122 ARL members generally, 65 institutions (53 percent) are ArchivesSpace members in these categories. On average, these libraries have somewhat larger budgets ($4 million, or 14.4 percent, above ARL average) and larger collections (639,762 volumes, or 12.5 percent, above ARL average), suggesting that larger libraries were more likely to have implemented ArchivesSpace. The Lee Library falls near the average among this subset of ARL libraries.

Follow-up survey

While the preliminary study documented the administrative placement of archival processing, it did not allow us to evaluate the effectiveness of these organizational structures. In order to gather qualitative data, we developed a short survey seeking institutional perspectives on archival processing and cataloging reporting structures, the supervision of archival processing and cataloging functions, staff size, content standards used in creating archival descriptions, and efficacy of individual university library structures and processes. Using lists generated from published staff directories or organizational charts of academic libraries throughout the United States, we identified the administrative head of each library's special collections, their primary technical services unit head, and their overall administrative head.

After receiving approval from our Institutional Review Board, an invitation to participate in the survey with a link to the survey instrument was distributed to 300 recipients from 100 ARL libraries within the United States on November 4, 2019. A follow-up email was sent out weekly to those who had not completed the survey during the next two weeks. The survey closed on November 22. Responses were then reviewed by the researchers and quantitative responses compiled. Responses were compiled based on respondent role, and no attempt was made to compare responses from the same institution. Qualitative responses were separately analyzed and coded for themes by each of the researchers. The research team

---

[14] Michelle Sweetser and Alexandra A.A. Orchard, "Are We Coming Together? The Archival Descriptive Landscape and the Roles of Archivist and Cataloger," *The American Archivist* 82, no. 2 (2019): 331-380.

[15] Marshall Breeding, "Association of Research Libraries," *Library Technology Guides*, July 23, 2019, https://librarytechnology.org/libraries/arl/. Information on budgets and collection size on the site were from the 2012 ARL Statistics report.

then met to review the coding and compare their analyses. The results of this joint review, as well as quantitative measures, are included below.

Results

Initial study

Among reviewed institutions, 66 percent of institutions included staff with titles associated with archival processing among the members of the special collections department or university archives staff.[16] On average, this consisted of two processing archivists within a departmental staff of 20. For comparison, in all ArchivesSpace institutions in the large or very large categories (including both ARL and non-ARL libraries), the percentage of those with processing staff in the special collections/archives department rises to 74 percent.

However, the proportion of processors to overall special collections/archives staff varied significantly, as indicated in the graphs below (see Fig. 1). ARL institutions with fewer staff in special collections/archives departments (less than 10) were less likely to have specialized staff positions for processing, with only 36 percent of these institutions having dedicated processors. In such cases, processing work may be done by generalist archivists. In larger ARL institutions (those with 20 or more special collections/archives staff) having specialized processing was more common, with 86 percent having processors.
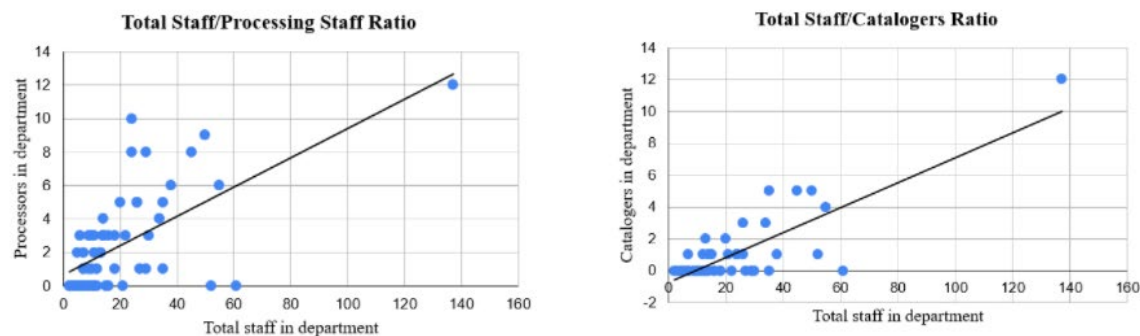
Figure 1. Comparison of ratio of archival processors and catalogers to total special collections/archives department staff in ARL libraries that are also ArchivesSpace members.

The review of job titles also indicated that many of these special collections/archives departments include cataloging staff. Across all ARL institutions using ArchivesSpace, on average their special collections/archives departments had one cataloger. The presence of catalogers within a special collections/archives department had a strong positive correlation with the overall size of the department (r=0.823). Institutions with smaller overall staff sizes (less than 10) were less likely to have specialized staff positions for processing or cataloging, and only 5 percent had catalogers. In larger institutions (those with 20 or more special collections/archives staff), 67 percent had catalogers in their special collections/archives.

The placement of cataloging staff provided a sense of general organizational trends for archival processing. The review also revealed that a small subset of ARL institutions (n=3) provide processing and cataloging services through a unit outside of their special collections/archives department.

---

[16] Job titles categorized as processing staff for this review included processing archivists, project archivists, technical services archivists, and digital archivists.

In part, the differences found in the preliminary study may reflect the practical realities of the larger institutions, where their special collections/archives department is often located in a separate building from the main library. In these cases, the special collections/archives department organizational structure often includes its own technical services unit with responsibility for processing its own holdings. Repositories of this type include the Beinecke Rare Book & Manuscript Library at Yale University, the Bancroft Library at the University of California, Berkeley, the Rubenstein Library at Duke University, and the Albert and Shirley Small Special Collections Library at the University of Virginia.

Follow-up survey

The survey produced 65 responses, representing a 22 percent response rate. Of these, 54 responses were complete enough to be used for analysis. Within these complete responses, 38 were from special collections administrators and 16 were from technical services administrators. None of the responses came from library directors.

Quantitative results. Responses submitted by special collections/archives departments indicated that archival processing and cataloging work were completed in the same department in approximately half (53 percent) of the reporting institutions. Of these, 17 out of 20 (85 percent) had centralized processing and cataloging work in their special collections department, a configuration we referred to as Scenario A. Those with archival processing and cataloging merged in a technical services unit became Scenario B. In the remaining 18 repositories these responsibilities were split, with special collections processing the materials and technical services completing the cataloging. This most common arrangement is listed as Scenario C (see Table 1 for a statistical summary).

	Centralized Structures		Distributed Structure
	Scenario A	Scenario B	Scenario C
Special collections responses	17	3	18
Technical services responses	1	2	13

Table 1. Organizational structures, by scenario. The number of respondents with organizational plans that centralized processing and cataloging work are separated from those with a distributed structure.

In reviewing both centralized and decentralized administrative structures, we were also interested in seeing whether staff size or the number of standards being implemented had any impact. Based on the reported numbers, however, it appears that the decision to either centralize or distribute archival processing and cataloging responsibilities did not correlate with either of these measures. On average, units that centralized archival processing and cataloging (Scenarios A or B) had 8.48 FTE assigned to the work and implemented 2.5 descriptive standards. Institutions with a separated workflow (Scenario C) had 8.47 FTE and used 2.7 standards. This lack of correlation can be seen in the chart below (see Fig. 2).
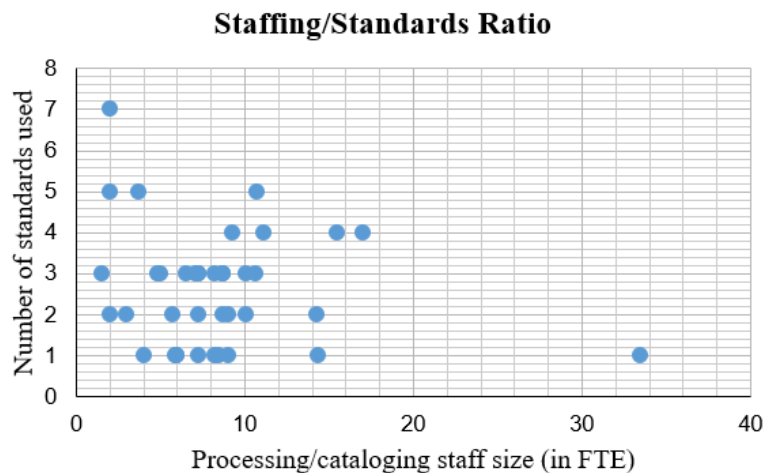
Figure 2. Chart of institutional FTE and standards numbers, based on special collections administrator responses

The responses from technical services administrators were more limited, and perhaps less representative. As the survey was sent to both special collections and technical services staff at each library, there may be duplicate institutional entries between the two sets of responses. Among these respondents, significantly more institutions reported having the separated Scenario C model (13 out of 16, or 81 percent) than those centralizing archival processing and cataloging functions in one unit. As in the special collections responses, when they were separated the technical services administrators reported that processing was always done by the special collections unit.

Qualitative results. The survey provided a deeper look into the multiple configurations of processing and archival description in operation across ARL libraries. Survey responses seem to indicate that respondents were generally satisfied with whichever administrative structure their institution had implemented. Several themes emerged among the responses to the survey regarding what made each scenario successful. Centralization of processing and cataloging activities within a single division was seen to allow for greater processing efficiencies, alignment of priorities and resources, and collaboration between specialized units. When processing and cataloging are separate, the flexibility of expertise and resource sharing was perceived to be the primary benefit, with specialization and consistency of standards application being viewed as strengths.

Respondents also provided several suggestions for improvements that could be undertaken through changes to administrative structure. Within organizations where processing and cataloging are performed by units under a single administrative reporting line, it was noted that improvement in communication and coordination was still needed both internally and with external groups. Catalogers in special collections/archives departments felt the need for greater support from their bibliographic cataloger counterparts. Respondents also noted that separating processing and cataloging seemed to produce a gap between the two activities. Approximately a fourth of special collections respondents with split administrative separation of processing and cataloging indicated they would like to have the archives cataloger moved from technical services to special collections. It was felt this separation also complicated decision-making, due to the involvement of multiple administrative layers.

However, many comments alluded to potential improvements that could be undertaken regardless of how closely the processing unit and archives catalogers are to one another within the organizational structure. The most common theme in the responses was the need for effective communication and working

relationships between the staff across units and through administrative levels to ensure shared success and alignment with library strategic goals. Respondents also suggested that efficiency would increase if more professional staff were engaged in processing, as opposed to student workers. Multiple responses also noted that administrative structure does not cause nor cure communication or resource sharing problems.

Below are summaries of the responses gathered from the open-response questions in the survey instrument for each organizational scenario:

- Scenario A (processing and cataloging centralized within special collections; 18 responses):

  Respondents from special collections departments (17 respondents) noted several benefits of integrating processing and cataloging work vertically. Placing both of these processes within special collections was reported to provide greater collaboration and coordination among the staff, while providing the autonomy to make strategic decisions about processing work. Respondents noted the continuity between processing and earlier archival tasks such as appraisal and accessioning, as well as later donor-relations and reference functions. Centralizing processing and cataloging within special collections departments was seen by respondents as simplifying communications across the archival endeavor, as well as assisting with messaging to library leadership about processing and resource needs. The perceived end result of this centralization was reported to be increased efficiency. One respondent also noted positive impacts for information security, as sensitive records were not accessed outside of the special collections/archives department.

  Technical services administrators (1 respondent) had no comments on the organizational merits of this scenario, perhaps because they are not as involved with this workflow.

  However, special collections administrators reported that vertical integration did increase the need for developing good relationships with both external technical services units and information technology units. Placing archival cataloging staff administratively within special collections was also seen as limiting the need to appeal to an outside cataloging unit for additional resources. Respondents noted that centralizing processing and cataloging work did not reduce the need for good communication with the curators who acquired the collections.

  Technical services staff did suggest, however, that this administrative structure requires good communication with both external cataloging and digitization units to be successful. One respondent suggested that communication issues might be addressed through formalized procedures and policies, as well as instituting regular meetings.

  Special collections staff were positive about the value of centralizing archival processing and cataloging in their departments, though one respondent noted that centralization might work equally as well if done under technical services. Another comment suggested that cross-divisional workflows and divergent departmental priorities could have a negative impact and reduce productivity.

- Scenario B (processing and cataloging centralized within technical services; 5 responses):

  Special collections respondents (3 respondents) recognized that centralizing processing and cataloging as part of an external cataloging unit yielded some of the same benefits seen in Scenario A, including simplified communication and improved resource planning. In addition, they noted that the placement of processing under technical services staff led to better training in cataloging standards for archival descriptions and the possibility of leveraging non-archival catalogers' language or other expertise for processing work.

From the technical services perspective (2 respondents), responses similarly noted the possibility of improved training on cataloging standards and tools. They also reported that integrating processing with cataloging within a technical services unit improved communication and collaboration and provided flexibility in project staffing.

Both special collections department and technical services administrators indicated that placing processing in the technical services department reduced curator involvement in processing, though this was generally described as a safeguard against the introduction of non-standard practices.

Among the limited sample, not all special collections respondents were convinced of the benefits of placing archival processing under the supervision of technical services. As one noted, "organizational structure does not cause problems with communication / collaboration / etc., nor can it fix them."

- Scenario C (processing in special collections, cataloging in technical services; 31 responses):

  While Scenarios A and B centralized archival processing and cataloging in a single organizational division, the third Scenario used a distributed model with separate units contributing to the overall process. Despite the structural differences, special collections respondents (18 respondents) felt that having independent processing and technical services units still provided consistent processing, aligned processing activities with strategic objectives, and addressed donor needs. Keeping the units separate was also seen as a way to maintain staff expertise in each part of the overall workflow.

  Technical services administrators (13 respondents) also indicated that keeping the units in separate divisions was effective, provided that there was good communication with special collections. Respondents noted that a split administration provided a clear separation of responsibilities and the distribution of metadata creation, while still allowing sufficient staffing flexibility and resources.

  However, many of the special collections responses suggested they were dissatisfied with this split model. Five of the eighteen institutional responses recommended that cataloging staff be transferred to their special collections department. Respondents also noted the need for close communication, or possibly administrative alignment, in order to be successful. Multiple respondents indicated that more resources or staff were needed to meet current needs, though this may not have been a result of the separation of processing and cataloging.

  Responses from technical services departments also highlighted the need for good communication when processing and cataloging are not in the same administrative hierarchy. This included coordination between catalogers and processing archivists, as well as communication with library leadership. One respondent also noted that a lack of coordination between curators and technical services at times led to an imbalance in resources between acquisitions, processing, and cataloging. Suggestions for addressing these gaps included either closer integration of technical services and archival processing staff, or the centralization of archival processing and cataloging into one unit.

  Among the remaining survey comments, both special collections and technical services staff using this model agreed that the administrative structure should not cause an issue. Yet both groups noted issues that had emerged associated with splitting these responsibilities. Some special collections respondents felt that they were underserved by their technical services departments. Among the technical services department responses, there were also concerns about administrative support for processing.

Findings

Based on both the preliminary study and qualitative survey, we were able to identify a number of general trends in the administration of archival processing at ARL libraries. These included the following points:

- On average, ARL institutions that use ArchivesSpace have a special collections department with 20 staff members--including two processing archivists and a cataloger

- Larger special collections departments are likely to include more specialized staff, including processing and cataloging professionals

- Archival processing and cataloging is most often performed either entirely by archivists in special collections departments (45 percent) or in coordination with a technical services department outside of special collections and archives (47 percent)

- A small minority of institutions (8 percent) placed archival processing with cataloging functions in an external technical services department

- The benefits of having archival processing and cataloging managed by a single unit, whether within special collections or technical services, include improved strategic alignment, greater flexibility in applying resources, and leveraging expertise

- Performing archival processing and cataloging in separate departments was seen as allowing each unit to specialize, but this separation could result in a divergence in strategic direction or inadequate resource allocations

- Potential shortcomings of organizational structures can be overcome by improving communications among team members and with external stakeholders

Conclusion

Based on our review of the administrative landscape for archival processing, we found that the Lee Library's structure fell into Scenario C. The most common organizational arrangement within ARL libraries in today's landscape, this scenario features the separation of processing and cataloging in an interconnected workflow that allows specialization and consistency in standards application. Many of the benefits of this arrangement identified in the qualitative survey could be recognized in our local practice, though the cataloging department had a long-standing desire for a larger management role in applying descriptive standards within special collections.

After reviewing the conclusions of our study, the library administration ultimately determined that the organizational placement of the archival processing unit should adhere to the principle of functional alignment that had been used in reorganizing the rest of the library's structure. Archival processing by definition includes "arrangement, description, and housing of archival materials,"[17] leading the administration to consider whether the archival processing unit should be administered by professionals from our special collections, cataloging, or collections services departments. Of these, the library administration decided to align the unit with the library's cataloging department because of its general responsibility for describing collections and generating metadata.[18]

This organizational shift moved archival processing and archival description activities into the centralized model our qualitative survey identified as Scenario B. Although academic libraries that combine these

---

[17] Richard Pearce-Moses, *A Glossary of Archival and Records Terminology* (Chicago: Society of American Archivists, 2005), 27.

[18] Interim University Librarian Brian Rennick, email message to library employees, January 22, 2020.

functions under a technical services division rather than special collections are in the minority, the results from the study suggest centralization provides a range of benefits—regardless of which unit administers them. Combining archival processing and cataloging services in the same unit can remove workflow impediments, allow for greater processing efficiencies, align priorities and resources, and improve collaboration between specialized units. At the same time, effective communication between team members throughout an organization is most likely to influence the success of archival processing and related activities, regardless of the chosen administrative model.

Future research may be needed to assess the impact of organizational communication strategies on the administration of and resource planning for archival processing, as well as their impact on the efficiency and effectiveness of internal workflows. The utilization of project management tools and techniques within archival processing programs might also be studied to determine how they might mitigate the effects of separating archival processing activities from other related archives and library functions.

Resources

Bastian, Jeannette A., Megan Sniffin-Marinoff, and Donna Webber. *Archives in Libraries: What Librarians and Archivists Need to Know to Work Together.* Chicago: Society of American Archivists, 2015.

Calahan, Lisa, and Kate Dietrick. "Setting the Stage and Keeping Sane: Implementing ArchivesSpace at the University of Minnesota." *Journal of Archival Organization* 13, no. 3-4 (2016): 114-26.

Colati, Gregory C., Katherine M. Crowe, and Elizabeth S. Meagher. "Better, Faster, Stronger: Integrating Archives Processing and Technical Services." *LRTS* 53, no. 4 (2009): 261-70.

Dooley, Jackie M., and Katherine Luce. *Taking Our Pulse: The OCLC Research Survey of Special Collections and Archives.* Dublin, Ohio: OCLC Research, 2010.

Eden, Bradford Lee. *Innovative Redesign and Reorganization of Library Technical Services.* Westport, Conn.: Libraries Unlimited, 2004.

Eden, Bradford Lee. *More Innovative Redesign and Reorganization of Library Technical Services.* Westport, Conn.: Libraries Unlimited, 2008.

Fritz, Angela. "From Collection Silos to Digital Content Hubs: Digital Project Management in Special Collections and University Archives." In *Project Management in the Library Workplace*, edited by Alice Daugherty, 187-98. Bingley, UK: Emerald Publishing Limited, 2018.

Hackbart-Dean, Pam, and Elizabeth Slomba. *How to Manage Processing in Archives and Special Collections.* Chicago: Society of American Archivists, 2012.

Hackbart-Dean, Pam, and Elizabeth Slomba. *Processing Decisions for Manuscripts & Archives*, SPEC Kit, no. 314. Washington, DC: Association of Research Libraries, 2009. https://publications.arl.org/Processinng-Decisions-SPEC-Kit-314/1.

Millar, Laura A. "Managing the Institution." In *Principles and Practices*, 2nd ed., 123-43. Chicago: Neal-Schuman, 2017.

Nichols, Margaret F. "The Cataloger and the Archivist Should be Friends: or, Herding vs. Milking Special Collections." *RBM: A Journal of Rare Books, Manuscripts, and Cultural Heritage* 12, no. 1 (2011): 25-33.

OCLC Research. *Making Archival and Special Collections More Accessible*. Dublin, Ohio: OCLC Research, 2015.

O'Toole, James M., and Richard J. Cox. *Understanding Archives & Manuscripts*. Chicago: Society of American Archivists, 2006.

Ou, Carol, Katherine L. Rankin, and Cyndi Shein. "Repurposing ArchivesSpace Metadata for Original MARC Cataloging." *Journal of Library Metadata* 17, no. 1 (2017): 19-36.

Patty, William Jordan. "Metadata, Technology, and Processing a Backlog in a University Special Collections." *Journal of Archival Organization* 6, no. 1-2 (2008): 102-120.

Santamaria, Daniel A. *Extensible Processing for Archives and Special Collections: Reducing Processing Backlogs*. Chicago: Neal-Schuman, 2015.

Sweetser, Michelle, and Alexandra A.A. Orchard. "Are We Coming Together? The Archival Descriptive Landscape and the Roles of Archivist and Cataloger." *The American Archivist* 82, no. 2 (2019): 331-380.

Todd-Diaz, Ashley. "Archives in Libraries: The Impact of a Parent-Child Relationship on Corporate Identity and User Perception." PhD diss., Emporia State University, 2019.