



ARCHIVAL ADVOCACY: A CASE STUDY OF SILPAKORN UNIVERSITY  
ARCHIVES

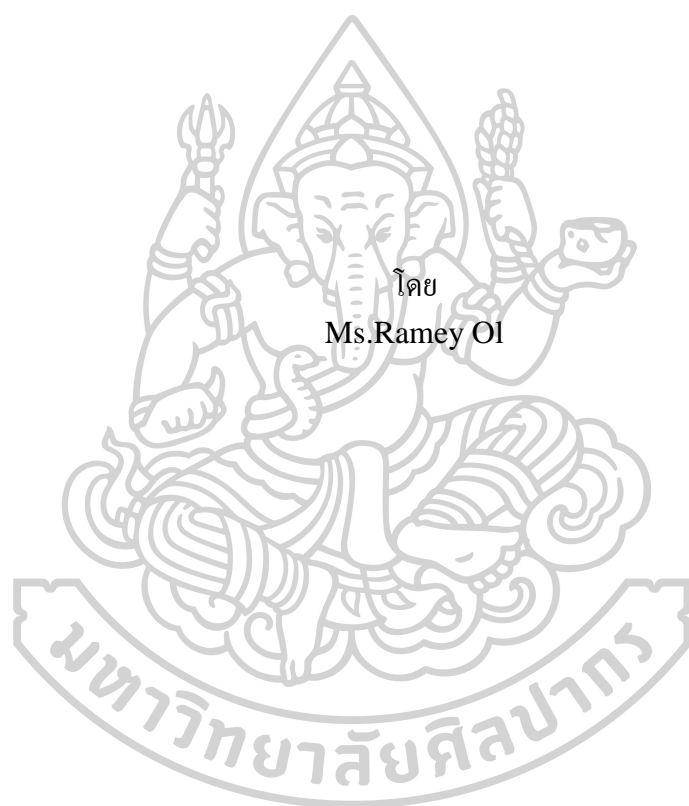


A Thesis Submitted in Partial Fulfillment of the Requirements  
for Master of Arts ARCHIVES AND CULTURAL HERITAGE INFORMATION  
MANAGEMENT

Graduate School, Silpakorn University  
Academic Year 2021

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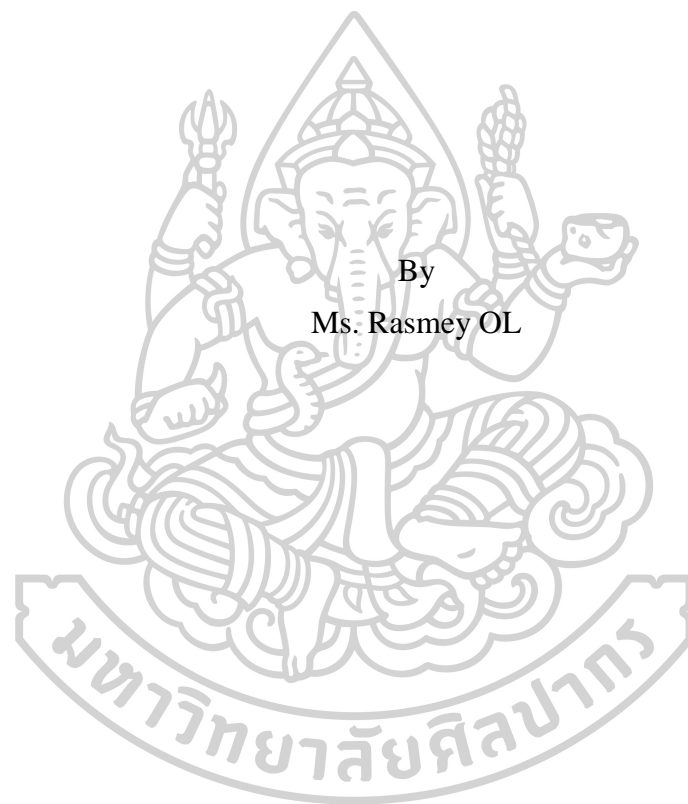
กิจกรรมรณรงค์ทางจดหมายเหตุ: กรณีศึกษาหอจดหมายเหตุมหาวิทยาลัยศิลปากร



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UNIVERSITY ARCHIVES



By  
Ms. Rasmey OL

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Title Archival Advocacy: A Case Study of Silpakorn University Archives  
By Ms. Rasmey OL  
Field of Study ARCHIVES AND CULTURAL HERITAGE INFORMATION  
MANAGEMENT  
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Graduate School Silpakorn University in Partial Fulfillment of the  
Requirements for the Master of Arts

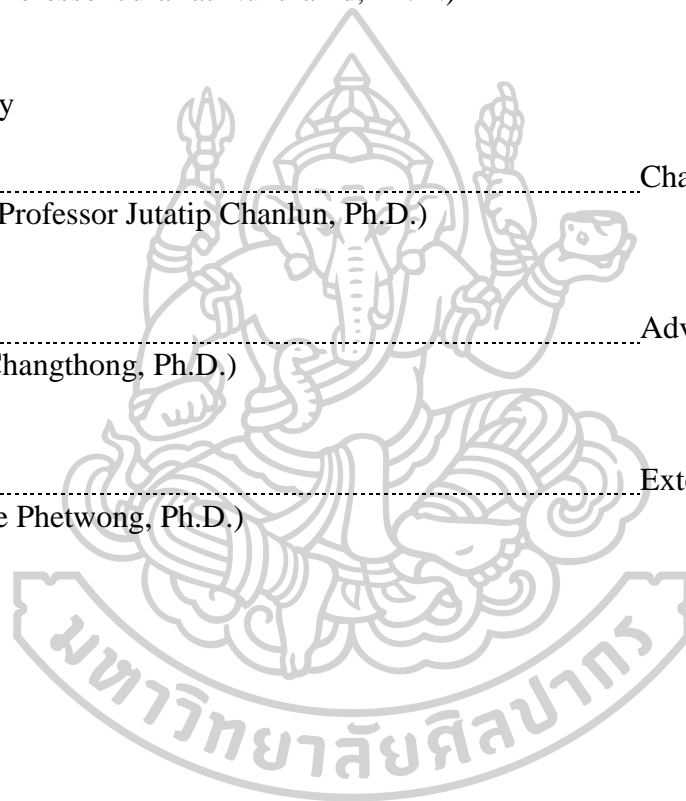
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60903201 : Major ARCHIVES AND CULTURAL HERITAGE INFORMATION MANAGEMENT

Keyword : archives advocacy outreach activity marketing public relations

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Archival work is important for an organization as the guardian of the past, providing historical evidence and acting as a source of cultural information. However, the importance of archives becomes less recognized since they cannot generate massive income from the investment of preservation. The management of archives currently faces many problems, and most of these obstacles result from the failure to recognize the value of archival work. Thus, archivists have to promote archival collections and launch a public relations campaign to raise the public awareness of the collective cultural heritage. In the case where archives lack sufficient resources for curating and managing collections, people who understand the value tend to help within their capacity. This research selects to study Silpakorn University Archive (SUA) as an experimental subject in application of the concept of archival advocacy. The university has a long history back to the reign of King Rama VI and also offers a master course of archives management. The situation of SUA is tacit with pervasive problems like other archives around the world. To express the problems, the researcher applies Thematic Analysis, and then compares that to the challenges faced by other archives, derived from the literature review process. This study finally proposes a guideline to develop the archival work at Silpakorn University in a sustainable manner. The result shows that SUA had better conduct archival advocacy activities to solve the operation problem.



## ACKNOWLEDGEMENTS

First and foremost, I appreciate Royal Scholarship under Her Royal Highness Princess Maha Chakri Sirindhorn Education Project to the Kingdom of Cambodia, which allows me to conduct the study in the archival discipline.

I would like to thank everyone who has supported me throughout this research. I am grateful for the guidance, advice, patience, and information given to me by everyone involved in this study.

I would like to thank my advisor, Jutharat Changthong, for guiding me throughout the research process and advising me until the completion of my thesis.

Furthermore, I would like to thank Lertchai Wasananikornkulchai for taking a lot of time to give me good advice and helping me address the shortcomings in my work, which was an important factor driving me to complete my work.

This thesis could not have been completed without the participation of the respondents. I therefore would like to thank all of them for their valuable contributions to this research.

I would also like to thank my friend, Danielle Keeton-Olsen, for helping me correct my written language mistakes. I am very grateful for her time and effort in editing my documents.

I would also like to thank Silpakorn Central Library and staff for facilitating my study, especially Wilairak Kaewwilai.

Finally, I would like to thank my parents for their financial support and encouragement, as well as my friends and family members who have supported me throughout this study.

Ms. Rasmey OL

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## **Chapter 1**

### **Introduction**

#### **1. Rationale**

In the postmodern age of the archival profession, archives and archivists face challenges that demand archival institutions to take action. The rise of other similar professions such as information management has caused archives identity to become blurred due to lack of public awareness. In 2005, Randall C. Jimerson stated that the development of the archives started in the early 1980s. Archivists started seeking for archival identity as a profession and acceptance from the public in the America. Since then, a number of discussions emerged in order to define “the nature of American Archives, the role of archivists in society, the relationship between archives and other professions, and the education necessary for archivists, among other topics”(Jimerson, 2005, p. 57). The archival profession face a number of existing challenged, such as insufficient staff, decreasing resources, and lack of legal power over archival practices (Brett & Jones, 2013, p. 51).

Thus, professional archivists are aiming to increase their professionalism and recognition from the parent organizations and general public in order to prevent future restrictions. Archivists have begun to actively offer archival services to insiders in parent organizations in the hope that they will recognize the values of the archives' presence. Some archival institutions offer business cases — in which archives demonstrate how they contribute to the creation of income — or other benefits archivists have served such as legal advisors, researchers, and information specialists for parent organizations, as outlined in the case studies in Chapter 2 of this study. Jimerson stated that American archivists started to design an external approach to make the public aware of the rich resources and services that archives provide, as well as to find grants and raise salaries for the archival staff (Jimerson, 2005, p. 57–58). Archival institutions have used a variety of approaches, such as collaborating with other institutions to solicit support and using social media platforms to inform the public about the issues archives face. These activities — in which archivists ask higher-level organizations or resource providers to support archives, as well as urge the public to defend the purpose of the archives — are called advocacy. In most cases,

the goal of advocacy is to make sponsors aware of the value of archival institutions and archival documents so that they will agree to meet the needs of archives.

Meanwhile, in Thailand, there is not enough academic research regarding archival advocacy yet. The one exception would be the Southeast Asia Seminar on Archives 2018, during which Varanud Vinasandhi presented her topic, “Archival Advocacy and Outreach Program by National Archives of Thailand” (Arkib Negara Malaysia, 2018). She then processed to describe the advocacy activities that the National Archives of Thailand conducted. Other than that, there is no publication of archival advocacy in Thailand.

Silpakorn University Archives is a unit under the management of Silpakorn University Central Library. Within the organizational structure of Silpakorn University, other similar information services — such as the Central Library (หอสมุดกลาง), the Digital Technology Office (สำนักดิจิทัลเทคโนโลยี), Art Gallery (หอศิลป์) — are classified as faculties. The Archives has its own website that allows it to be recognized, but the Archives does not exist in the university’s organizational structure; it is just a unit within the Central Library. This distinction does not include the Archives within the organization, which indicates that its reputation must be lower than that of other similar information centers. Therefore, the questions arise: What are the problems that the Archives face? Does the Archives unit have any outreach activities? If so, how does Silpakorn University Archives conduct these activities? What are the different needs of Thai archives, in this case Silpakorn University Archives?

In this study, a university archives in Thailand, the Silpakorn University Archives, was selected as a case study to examine the archive's unpublished advocacy work in details. These are the questions that this study seeks to answer in the next chapter.

This study aims to investigate how the Archives of Silpakorn University in Thailand operate within its current environment, primarily focusing on the status and the reputation of its unit and whether advocacy has had a meaningful impact to its situation.

## **2. Research Objectives**

1. To explore the current situation of the Silpakorn University Archives within the parent organization, and the implementation of advocacy work in relation to its situation.
2. To examine the way in which advocacy work is conducted and whether the archival work provides any improvement to the current situation of the Silpakorn University Archives.

## **3. Research Questions**

1. What is the status of the university archives within Silpakorn University's organization?
2. What types of advocacy techniques do the Archives use?

## **4. The Significance of the Study**

1. This is an investigation into the status and operation of the Silpakorn University Archives.
2. This is an investigation of the risk factors affecting the operation of the Silpakorn University Archives.

## **5. Definition of Keywords**

1. Advocacy (n.): activities in which archivists and their allies engage to gain support for archival records, the institutions that manage these records, archivists, and the archives profession.
2. Lobby (v.): to try to persuade a politician, the government, or an official group that a particular thing should or should not happen, or that a law should be changed.
3. Advocate (v.): to publicly support or suggest an idea, development, or way of doing something.

## Chapter 2 Literature Review

### 1. Advocacy

#### 1.1. Definition of Advocacy

Originally, the term, *advocacy* stems, from the Latin word, *advocate*, meaning “to summon,” “to voice” or “to call to,” (Thayer, 2014). In the Cambridge Dictionary, *advocacy* means “public support for an idea, plan, or way of doing something”. However, it is not a simple form as the term signals that -those who called for help by the “advocate” would not answer the call. In the archival field, Hackman (2011, p. vii) defines archival advocacy as “activities consciously aimed to persuade individuals or organizations to act on behalf of a program or institution”. Such activities could be divided into three steps. The first step is to identify the desired outcome for an advocacy program. The second step is to identify those who have the resources to accomplish said outcome. The last step is to engage those with resources in producing the outcome. Mojapelo and Ngoepe (2020, p. 5) also interpret Hackman's three-stage advocacy in this way: first, assessing the current state of the archives in the light of their vision for the future; second, identifying internal and external people who can make or influence decisions that meet the archives' needs; and third, persuading them to act in accordance with the archives' needs. In the Society of American Archivists (SAA) Dictionary, *advocacy* is “activities in which archivists and their allies engage to gain support for archival records, the institutions that manage these records, archivists, and the archives profession”. SAA expresses that although advocacy has been used in a broader context, advocacy is more associated with influencing legislative and regulatory decisions of government at all levels and is distinct from attempting to influence groups of people such as the general public, institutional resource allocators, and users of archives.

The third step of Hackman’s advocacy stage, engagement, involves a persuasion plan which seems to be most difficult as it would vary from institution to institution. It could be said that the persuasion comes in forms of activities that benefit those who own resources and hold potential to help. Or to put it in the words of Pearce-Moses (2013, p. 4), advocacy is not about archives asking for support, but about the value of archives being suppressed. For example, a university would appreciate an archival

unit if the archives enable historical research, as researchers gain additional funding that will be returned in part to the university. Income generation is preferable for the stakeholders, but in practice archives raise awareness of their services through a public relations program such as an outreach program, a training, a conference or other public activities. In other words, the archival services will be recognized if it could “advance [their] institution’s mission and [their] colleagues’ work” (Lawrimore, 2013).

In short, advocacy consists of activities in which the archives and its affiliated organizations lobby or engage individuals and organizations to pursue and support the archives' goals and programs. Individuals and organizations are those with the means and ability to meet the needs of the archives. To meet the needs of archives, archivists must describe and show them the value of archives.

### **1.2. Advocacy and Archival Value**

The SAA dictionary defines archival value as “the ongoing usefulness or significance of records, based on the administrative, legal, fiscal, evidential, or historical information they contain, justifying their continued preservation”. The values of records are as follows:

- **Administrative value:** Includes records that establish the policies and procedures necessary for the operation of an organization. Records may be policy documents, procedural guidelines, rules, and regulations.
- **Operational value:** Includes records that document the activities and transactions of an organization. These may be routine correspondence and technical data.
- **Legal value:** Includes records necessary to define the rights and obligations of an organization, its employees, and individuals and organizations with which it deals. Records may include agreements, certifications, contracts, and legal advice for individual records.
- **Fiscal value:** Includes records related to an organization's financial transactions, especially those needed for audit purposes. Records may include



contracts, guarantees, bonds, and documents related to the settlement of accounts receivable and loans.

- Archival value: Records that should be retained permanently (Government Records Service, 2011, pp. 11–12).

SAA's definition of archival value is almost identical to that of the U.K.'s Government Records Service, with exception of the organizations' standards of archival value of records management and the historical value of archives. However, records and archives are terms that largely prescribe the same factors of value but operate in different periods, thus making archives an "inactive" version of records.

Through advocacy, archivists try to find a way to establish the value of the archives in the minds of users, with special attention to users who sponsor the archives. As a professional, an archivist must be able to recognize the values of archival materials and their profession, properly manage archival materials, and make those values widely known. Archivists must actively express the value that their archives hold for society and their parent organizations. ARA Section for Business Records (2021) writes that archivists perform multiple duties in order to advocate for their profession: act as project managers, policy makers, information specialists, researchers, event managers, and marketers; contribute to public understanding of social, cultural, and economic history out of social responsibility to inspire a sense of pride in people and places; promote diversity and combat insecurity by proactively advocating for voices that do not have access to records, such as the LGBTQ+ community, and ensuring that records of archival value to such communities are not destroyed; and advance digital preservation so that records are accessible and authentic for legal and administrative obligations.

In order to communicate the values of archives, it is necessary to use tools that bring the values of archives to the audience. Therefore, archives must use other methods, such as, outreach, public relations, and marketing, to communicate the value of archives to these individuals and organizations. In the following sections there will be an interpretation of these actions that are used to advocate.

### 1.3. Outreach, Public Relation, and Marketing

#### 1.3.1. Outreach

The Cambridge Dictionary defines *outreach* as "an effort to bring services or information to people where they live or spend time." According to Society of SAA's (2005) definition, "outreach is the process of identifying and providing services to constituencies with needs relevant to the repository's mission and tailoring services to meet those needs". Example of such activities include exhibits, workshops, publications and other academic supports. SAA also researches how archival institutions across the country interpret the term, outreach. Their result shows a succinct definition of outreach, which is, "a conversation between archives and potential patrons" (Brett & Jones, 2013, p. 66). The conversation may be in forms of a remote service for users in distant areas, a special service based on a community's demands for support of education, history, genealogy, marketing, social justice, and so forth (Buck et al., 2009, p. 73; Rhodes & Europe, 1996, p. 25). Morgan (2010, p. 16) said that outreach activity happens because of advocacy. Advocacy is about understanding the value of an archives, being able to communicate that value to others, and using it as a basis for outreach activities.

Archival communities have adopted a new term, "inreach", to represent archivists' efforts at raising awareness within their parent organizations. According to SAA, inreach constitutes activities conducted by an archives to raise awareness and gain support for its programs from decision makers of the parent organization as well as others within it. Inreach activities include engaging shareholders through tea room chats, social club events, and participation in committees, evaluation panels, and change groups; conducting short training sessions; advocating for information management to become a topic discussed in board meetings; and meeting with influencers to the parent organization. Activities also include engagement through internal news channels such as intranet sites and blogs (ARA Section for Business Records, 2021).

In summary, outreach is an action in which archives brings the archives' services and information to individuals who may and may have a need related to the archival documents, whether they are near or far.

### 1.3.2. Public Relations

In 2012, the Public Relations Society of America (PRSA) defined public relations as communication that constructed beneficial relationships between companies and the public (Boise State University, 2020). In Cambridge Business English Dictionary, *public relation* is “the activity of providing information about an organization so that people have positive ideas about it”. Finch (1995, p. 117) considered the terms, advocacy and public relations as interchangeable. Public relations are about customer satisfaction and constituent support in the context of an archival preservation program. He characterized the misunderstandings of public relations. First, public relations are not about focusing on what archivists do in their work, but rather what kind of information can be found in archival documents and what services that archivists can provide to the public. Second, public relations are not just about attracting media attention, but in some cases include fundraising activities, finding volunteers who could help open access of the archives to the larger community, publicizing exhibits about archival services, building outreach programs, and seeking partnerships with other institutions in the community. Third, public relations are not primarily about raising funds from one-time or annual campaigns or seeking funding from donors. Instead, public relations are longer-term, more targeted, and more cumulative. He concludes that good public relations are about putting customers first, that archives need to assess public attitudes toward archives so that archives can choose the best practices that they can explain and deliver to the public. Good public relations also involve finding advocates who will speak on behalf of archives, offer opinions, point out threats, and solve problems that would preserve and advance archival services. Bischoff (2015) claims that a successful public relation program that conducts research in order to understand the target groups, tends to give a positive image and reputation of the companies.

The basic concepts of public relation and outreach seems similar in aspects of bringing awareness and building strong relationship between the archival institutions and the public. In archival science, the difference has not been clearly articulated. Cox (2009) defined “archival outreach as a public relations process”. In Thailand, the terms

"public relations" and "outreach" are used together to refer to services that acquaint the general public with archives. Outreach and public relation activities deployed in Thailand include exhibitions, seminars, workshops, publications, guided tours, and selling souvenirs (National Archives of Thailand, 2016, pp. 293–296).

Public relations are the act of communicating information from an institution to the public in order to build a positive relationship. In the field of archives, Finch considers public relations to be advocacy, so the goal of public relations, then, is not just to reach the general public, but in his word "the customer." Public relations require a study of the customers before archives can meet their need. Not only that, public relations' other purpose is to encourage those customers to become advocates for the archive itself. Similarly, public relations are also used as part of outreach to provide archival services to the public to promote awareness and communication with the public.

### **1.3.3. Marketing**

The Cambridge Business English dictionary defines *marketing* as "the business activity that involves finding out what customers want, using that information to design products and services, and selling them effectively." The Chartered Institute of Marketing states that "marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably" (Hall, 2009, p. 2). When applied to archival practices, Morgan (2010, p. 12) counters the misconception that archives are unrelated to marketing by saying that archives do not offer a tangible product to the market, but should call their services a product of archives. The real focus of marketing, she continues, is to create what customers want, prioritize that, and provide as much as possible, rather than to sell a product or service. Elves (2012, p. 136) explains that archivists must be able to persuade others of the value of their services in a way that benefits an organization's core business, while treating sponsors as customers who demand a tangible return on their investment in archival programs.

The marketing process includes identifying customer groups; examining the market for strengths, weaknesses, and environmental challenges, as well as the effectiveness

of current services in meeting customer needs; developing services and products that are better suited for each customer group; and measuring the success of those services (Morgan, 2010, pp. 13–14). Williams (2006, pp. 150–152) arranges the marketing cycle in the following order: 1) formulate a mission for archival institutions; 2) review current position and identify opportunities, using techniques such as SWOT and PEST; 3) formulate marketing objectives; 4) conduct market research; 5) modify marketing objectives; 6) formulate marketing strategies; 7) implement marketing strategies; 8) monitor success; and 9) review strategies.

Williams starts with advocacy goals and plans in the first step, Morgan has omitted Williams' initial step, instead defining marketing as a plan for advocacy. In the second step, both agree to evaluate the strengths and weaknesses based on analyses such as SWOT (an analysis technique for assessing Strengths, Weaknesses, Opportunities, and Threats for an archive's micro-environment) and PEST (an analysis technique for assessing wider Political, Environmental, Societal and Technological spheres for an archive's macro-environment), and "marketing mix" (the set of actions, or tactics, that archives uses to audit and develop its services by using the framework of the six Ps of marketing: positioning, people, product, place, price and promotion). Morgan's first step aligns with Williams' fourth step, as both aim to determine who the customers are. In the third step of Morgan's marketing process — which matches Williams' sixth step — service is developed for the customer based on the framework from the "marketing mix" for the development of the marketing plan. Morgan's fourth step is related to Williams' seventh step, in which the success of services is determined and revised for better results in the future.

While Williams offers the marketing process in general for advocacy, Morgan focuses her marketing process on internal advocacy — in this context, providing services to customers within the parent organizations. Morgan emphasizes that archival institutions do not have enough time to execute a marketing strategy, which would be time consuming for archives. Instead, Morgan urged archives to identify their customers group and their needs and conduct an environmental analysis of the archives at the beginning of each year to keep this information as current as possible

(Morgan, 2010, pp. 29–30). It would be easier for archives to first identify their customers and then plan marketing strategies than to initially set a goal and then later change that goal when the actual needs of the customers are understood. It would be nonsensical, however, if the archives did not outline their aims from the outset before analyzing the customer groups. As with Williams, the first step is to determine the mission of the institution, which means determining the future of the archives, which in this context refers to the goals of advocacy, and the advocacy goals are implemented through marketing planning. Digital Preservation Coalition(2021) for example, clearly states that before moving on to customer analysis, the organization must understanding its owns digital preservation aims.

Morgan's idea of beginning the marketing phase with customer studies is seen as appropriate for the current situation, where money, staff, and other resources are scarce. The few archivists and staff who are being overworked trying to fulfill their responsibilities certainly do not want to waste their limited time and energy. At the beginning of the marketing process, then, one should focus on who the customers are, and also on their needs. The next section discusses on customer groups and how customer groups are identified.

#### **1.3.3.1. Stakeholders Analysis**

“Stakeholders are those individuals or groups who depend on an organisation to fulfil their own goals and on whom, in turn, the organisation depends” (Johnson et al., 2005, p. 179). Williams (2006, p. 213) simply refers “a stakeholder is anyone who has, or may have in the future, an interest of any kind in what you do”. Morgan (2010, p. 35) refers to them as the customers of archival services, which is consistent with her analysis of the marketing process for archives. The UK Public Services Quality Group (2003), which develops standards to be applied in the records and archives environment, describes stakeholders as anyone who has an interest in the archives, including past and future activities, such as individuals, corporations, or defined groups. This includes government officials and leaders, members of committees or boards, philanthropists, tax payers, executives, employees, suppliers and customers, as well as the local community. Stakeholders of archives services can be divided into

two key groups: donors, who are the ones who donate or loan records to the archives; and future users, who benefit directly from the preservation of records.

To identify stakeholders, Morgan (2010, pp. 35–36) suggests applying the Stakeholder Analysis and Mapping method, in addition to utilizing the archives staff's knowledge of the parent organizations, organizational charts, annual reports and other internal publications. The stakeholders are divided into four areas, each requiring different activities from the archives:

- lower interest / lower power – the archive adopts a minimum effort strategy for keeping these stakeholders informed about the archive;
- higher interest / higher power – these stakeholders are key players in the success of the archive and so the internal marketing strategy should be to work in partnership with them;
- lower interest / higher power – the strategy should be to keep these stakeholders satisfied and to involve them where common ground exists; and
- higher interest / lower power – these stakeholders should be consulted and kept informed on the work of the archives.

In comparison, Digital Preservation Coalition (2021) analyzes their stakeholders based on its aims to preservation of digitalized records.

1. Identify the desired outcome such as the involvement of important collections and the main aims and objectives, as well as the potential benefits that will result from digital preservation activities. This provides a clear reference and focus for advocacy and can subsequently be adapted to the different audiences identified.
2. Identify groups and individuals, such as internal or external stakeholders, and each stakeholder may have multiple roles that can prevent or enable digital preservation activities. Information technology staff, for example, are identified as a key group. These may be individuals who come from different structures within the organization or even from outside. Therefore, archives should also include other managers or service managers in the stakeholder analysis.
3. Identify key individuals from stakeholder groups who are able to influence advocacy goals and priorities. Their role should be defined in relation to the

advocacy process or the digital preservation process — for example, Funders, Depositors or Users — and their position within the organizational structure — for example: Senior Management, IT, Information Managers. Their roles are likely to reflect the practices of the archives.

4. Build collaborative relationships with identified key stakeholders to support progress toward the goals established in Step 1. Archives should learn to understand stakeholder needs, priorities, and challenges, as this provides direct information about archives' plans and improves understanding of what stakeholders want and need from advocacy programs, or digital conservation activities. It is important for archives to be aware of stakeholder constraints, such as budgets or legislative boundaries. Instead, archives can look for their expertise or resources that can be used for digital preservation. Using language that's targeted toward stakeholders usually helps persuade colleagues and collaborators to agree with the archive's plans.
5. Involve stakeholders in the advocacy process by sharing important information with them to gain their support. The information should include:
  - Messages about archival goals and objectives. The statements should be simple and direct, written in plain language so that they can be easily understood by a wide range of non-specialists. The goals and objectives of the archival institution should be aligned with the parent organization.
  - Benefits of participation/assistance in advocacy for stakeholders.
  - What is required of stakeholders to ensure archives' success.
  - What obstacles/misconceptions about parts of the advocacy goal may need to be addressed.
6. Address stakeholders using a plan based on the key messages identified earlier. Different stakeholder groups require different methods, and it is best to suit messages to the audience and e.g. different forms of communication such as presentations, briefing papers and stakeholder working groups, as well as the development of a variety of plans and resources such as business cases, policies and risk registers such as risk and change management.



In short, stakeholders are individuals or groups who are interested in the activities of the archives, or who use or have used the services of the archives. In the realm of archives, they could be donors — those who donate and deposit the archival documents —or users — those who access or might have access to the archival documents at present and in the future. To identify stakeholders, Morgan recommends the use of Stakeholder Analysis and Mapping, which considers the interests of individual stakeholders in the work of the archives and their power to support or oppose that work, in addition to the knowledge of archival staff at parent organizations, organizational charts, annual reports, and other internal publications. At the Digital Preservation Coalition, stakeholder analysis begins with a clear understanding of the organization's goals for digital preservation before archives can identify internal and external stakeholders who might have an impact on those goals. A plan is then developed that outlines the goals and incorporates them into the digital preservation process once the stakeholders are identified.

Having shown what advocacy is and the various programs associated with it, the next section discusses the importance of advocacy and how it can help solve the problems that archives face.

#### **1.3.3.2. The Marketing Audit**

The marketing audit is used for the objective self-assessment of the archives in identifying the customers and their needs, the existing services, the way these services have been provided, and the cost to the customers, while the result is used to determine the type of services that will be developed or adapted to meet the needs of the customers. The six Ps of marketing should be used to conduct the evaluation in the archival context, including positioning, people, product, place, price, and promotion (Morgan, 2010, p. 31).

- Positioning: archivists should assess their competitors and the macro- and micro- environment in which the archives operates.
- People: assessment of the people who might be actual and potential customers of the archives must be carried out in order to understand the needs of the customers. Methods used to assess customers include

marketing segmentation and stakeholder analysis and mapping (see. 1.2.3.1).

- **Product, Place, and Price:** the next phase of the marketing audit is to analyze the services or products currently offered by the archives and, based on the data collected in the previous step, to assess whether they meet the needs of customers.
- **Promotion:** The archive needs promotional materials and supplies to effectively communicate the benefits of its products or services to its customers. The advertising phase is implemented once the integrated services have been performed.

#### **1.3.3.3. Developing the Product**

Morgan (2010, p. 39) attempts to make some general suggestions for customer-centered services that might be of use to decision makers according to the information gathered above. The first type of service is support of current business activities. To support the ongoing business activities of parent bodies, archives can provide access to archival materials, provide research and analysis support for projects, develop training resources for staff where archival skills are required, and support brand identity by, for example, providing archival materials to inspire staff and offering tours of the archives. The second type of service is staff engagement, which includes engaging newcomers in the archives, providing services during team building activities or events, and creating exhibitions. The third type of service is to build partnerships with other departments, both internal and external individuals or groups.

After figuring out what services archives can offer their customers, the next step is to determine place and price. In the context of providing services to customers, archives should assess what hours are convenient for customers and ensure that archival collections are available wherever they are, regardless of their physical location. The most effective way to ensure that archives can provide access to archival collections for all employees is to use the company's intranets and internet sites. For example, the archive could provide a virtual exhibition together with the physical exhibition on the company's intranet so that all company employees working in different locations can access the exhibition worldwide.

Archives should strive to minimize the cost of using services for customers as much as possible. Archives should also ensure that customers appreciate archival value as highly as they value money. This is only the case if its services fully meet customers' needs and expectations, and the actual prices charged are commensurate with the value of the product. Prices should be reduced conversely to the amount time required to access the archives' services.

The concept of "place" in marketing for archives includes both the physical location and internet sites where customers can access the services offered by an archival institution. For example, the organization's intranet can serve as an access point for internal customers. In addition, any potential barriers to use, such as inconvenient opening hours, should be removed for employees to encourage their use the archival service.

After developing the product and determining place and prices, the final phase is to promote and communicate the archival services to customers. Archives should offer messages that address the concerns, mission, and value of the archives, as well as the benefits and services it can provide to customers. Once the habit of communication is established, the archives should share promotional materials to its customers. Promotional techniques and tools include advertising materials, public relations tools, and personal selling. Promotional materials may include free merchandise with advertising messages, stationery with archived brands/logos, and advertising in a location visible to customers. Public relations tools include publications such as leaflets, newsletters, and annual reports. Public relations tools also include multimedia and events such as anniversaries and awareness weeks or months. Finally, personal selling refers to archivists' efforts to promote archives' services via face-to-face conversations with customers.

#### **1.3.3.4. Performance Measurement**

Archives need to use performance measurement to evaluate the work of archives, and the outcome of the evaluation helps archives plan services and monitor their progress and success. In a marketing context, this helps determine the level of success of archival services, and archivists can adjust or improve the services or the offerings of

those services. The performance of archival services can be measured through statistics, feedback questionnaires, and anecdotal feedback.

#### **1.4. The Importance of Advocacy**

During the economic crisis in 2008, archival institutions tended to suffer from budget cuts since their funders must maintain a certain level of revenue to run their businesses. Amid the UK economic downturn in 2011, the Chancellor of the Exchequer announced an emergency budget in June 2010. The 2010 Budget included a 25% cuts to the government departments over the next four years (Morgan, 2010, pp. 18–19). Following UK government in its drive to reduce spending, Culture Secretary Jeremy Hunt announced that some institutions under the Department for Digital, Culture, Media will be abolished, transferred, or merged with other institutions. The Museums Libraries and Archives Council would be abolished in 2010 (Department for Digital, Culture, Media & Sport & The Rt Hon Jeremy Hunt MP, 2010). Archives are frequently victims of governmental budget cuts, and many are even closed under the pressure to reduce costs., which eventually leads to the closure of some archival institutions.

The failure of parent organizations to recognize the value of archival material means that archives tend to face underfunding. As noted by SAA (2014), an operational study needs to be conducted to determine the necessary fund for the services and management of records and therefore ensure sufficient funding. Otherwise, underfunding may become an obstacle to the fulfillment of the public's legitimate right of access to and preservation of documents in order to maintain transparency and accountability. SAA reported that the budget of National Archives and Records Administration was \$391.5 million (about \$1.24 per resident), out of a total federal budget of \$3.7 trillion, in the fiscal year 2012. The budget was lower than that of the Smithsonian Institution fund of \$635.5 million (about \$2.00 per resident) and the Library of Congress appropriation fund of \$587 million (about \$1.85 per resident). The National Historical Publications and Records Commission (NHPRC), which

distributes half of its fund for archival support at the state and local level, received \$5 million (about \$0.00015 per resident). NHPRC's fund was lower than the Institute for Museum and Library Services (IMLS) fund of \$189 million (about \$0.60 per resident), and the National Museum fund of \$30.1 million (about \$0.09 per resident). Compared to other similar organizations and grants, archives are underfunded by the government. For example, the announcement of budget cuts by the U.S. state of Georgia's Governor Nathan Deal caused the Georgia Archives to remove public access hours and terminate seven employees (Chartier & Quigley, 2013, p. 43). A round of budget cuts for the Australian archives after years of being ignored by the federal government, further raised concerns of archival institutions globally. Koslowski (2019) warns that National Archives of Australia would not survive if the archives budget was continuously reduced. The Australian archives have lost 74 jobs resulting in staff shortages in year. However, the institution also faces cybersecurity risks, as its collection of digitized but deteriorated records is from an outdated system. The archival institution direly requires additional funding to build a new archival repository, but it seems unlikely after the round of budget cuts.

Budget cuts create many issues for archives, such as job losses, potential damaged of collections, and even closure of some archives. Hackman stated that archives should create advocacy programs that will ensure the identification, preservation and accessibility of archives, in line with archives' primary functions, in order to sustain the collections for years to come. Archivists are in the process of shifting their focus on records to client relations, marketing, and long-term programs, while seeking the support these programs require (Finch, 1995, p. 116). Because these organizations rely on broad community support, advocacy with strategies is key to increasing resources or changing policy in favor of archives (Brett & Jones, 2013, p. 51). Successful advocacy results in a number of benefits, from basis to broad, such as preserving archives, fundraising, growing funding, developing archival services, increasing the user base, increasing use, gaining more support and appreciation, and hopefully building a legal framework where archives are considered essential to people's lives

(Williams, 2006a, p. 147). Cox (2009) states that advocacy has a more specific goal, which is to influence changes in support, including increasing resources, strengthening government policies and legislation, reaching new customers who need access to archives, and other actions of creating touchstones beyond the scope of a better understanding of archives and their mission.

Overall, archival advocacy helps archival institutions solve the problems of diminishing resources that stem from budgetary shortages, reduced staff or other shortcomings. The most important goal of archival advocacy is to ensure the long-term existence of archival institutions. When customers or users understand the value of archival documents, they tend to act as advocates for archives. Archivists themselves should create policies and seek legislative rights to be able to serve the public and take ownership of their work. Archival advocacy should be a routine that is conducted regularly. It is not an occasional job that is done once or twice a decade, but a daily task - one of the primary functions of archives. As mentioned earlier, advocacy is a long-term goal for archives, which will consume a long sequence of time. In the course of their advocacy activities, archives should be committed to improving their mission, policies, and outreach, which consequently help archives in return to counter budgetary problems and dwindling public awareness of archival services.

However, advocacy does not guarantee partial or full success in every case. Advocacy can fail because there is a lack of clear rules to programming and documentation, while reactions to advocacy depend on people's attitudes and personalities. (Pearce-Moses, 2013, p. 4). Elves (2012, p. 130) noted that many sponsors are reluctant to commit funds to management and preservation of digital records. Although archivists have tried to spread the word about the current and potential value of their programs, sponsors do not see this value as sufficient justification to provide additional funding to the program. Nevertheless, archives need to encourage advocacy that has a creative approach and requires persistence.

## **2. Archival Advocacy Principles**

Advocacy requires an operational institutional infrastructure that includes: Budget, leadership, staff, facilities, archival collections and policies, methods and archival skills, structure of archives within their parent organizations, power and rights to archival work, archival vision, archival organizational culture, stability of archives' basic revenue streams, and methods for increasing budget. The financial resources and personnel of the archives, as well as the archival collections and the methods of managing the archival collections are the most important elements for the archives (Hackman, 2011, p. 5). In order to create a strong archival infrastructure for advocacy, an archives' campaign must go through many stages. The first is to achieve independence and sovereignty/direct control over the archives. Gaining support of decision-makers within the archives' parent organization is critical. In addition, archives must attain the support of the public and improve their reputation in order to demonstrate the value of archives to the public and therefore to decision-makers as a whole. Pearce-Moses (2013, p. 4) explains that as advocates, archivists need to communicate transparent messages, build and maintain relationships with various stakeholders, and have a contingency plan. Therefore, the principle of advocacy should also be bifurcated between advocacy for insiders and advocacy for outsiders.

### **2.1. Internal Advocacy**

Internal advocacy means seeking the support of individuals within the parent organization. Advocates may come from within the archives' own staff, from other departments within the parent organization, from the board of directors, or from higher up, especially from people who have power and authority over the archives, such as organizational decision makers. Archivists who are the first advocates for their institutions, especially archival leaders, can begin by motivating archival staff to put effort into advocacy, have the necessary skills, and understand the concerns of the archives. As Hackman (2011, p. 9) says, archival leaders have a role in setting advocacy goals and achieving them, but archives staff are the individuals who specialize in archives management, technical work, use of archival records, and other archival activities. With respect to educating archives staff in advocacy skills, Peter Wosh (2016) who is a Professor of History and Director of the Archives/Public History Program at New York University, said in an interview with the Archives

Aware-a blog hosted by the SAA that although the provision of education on advocacy methods is still lacking, it is not necessary for archives to have separate training in advocacy for archival staff. Rather, he contended that every archival course should include advocacy and that advocacy in the course, which would help to highlight the importance of the archivist's work. Archivists must have both the professional skills specific to their field and the ability to advocate. The archivist must be able to explain the approach to advocacy, as well as challenges, progress, and desired impact on decision makers and other key individuals (Hackman, 2011, p. 7). Wosh noted that work as an archivist is strategically done in the form of advocacy. Lawrimore (2016) also supports Wosh's notion that the value of an archives reflects the mission of the its parent organization. Archivists need to know how their work contributes to the goals of their parent organization. When Wosh was an archivist of the Archdiocese, many officials were nervous about the controversy that could arise from opening the church's archives to public scrutiny. Reporting on users (not just statistically), the way archives touched users' lives, and making records available actually supported the larger mission of helping parishioners and people in general.

In Lawrimore's case, as an archivist in university archives, the archives operate within the academic library at a university. The library's goal differs from that of archives, because it focuses on supporting undergraduate study. A count of the number of college students attending classes in the archives is a way of demonstrating archival worth to the library's mission. But sometimes, it would not stand out among other courses that students have entered. Archives should provide information on the number of research hours that students spend in the archives as part of their extracurricular activities. This will help highlight strengths and skills in linking archival contributions to the library's mission.

## **2.2. External Advocacy**

External advocacy means seeking support of outsiders who advocate for archives and can influence archival staff and decision makers within an archive's parent organization to act in the best interests of archives. Advocating toward outsiders may mean trying to build relationships in order to establish them as archival partners, or using existing friendships to solicit feedback about the archives for parent institutions.



In some cases, lobbying is done externally to achieve direct goals, such as funding from a charity. Outsiders who come to help archives are often those who have benefited from archival documents or understood the importance of archives. The allies or circles of friends of the archival institution could be important people who have influence over the parent organization. They may also be people who advise or guide archives. External advocates may include ordinary users, the press, support groups, other archival institutions, consultants, or influential people associated with the parent organization. Some of the methods suggested by Hackman, many archives such as Harvey and Mooseberger (2007) and Chartier and Quigley (2013) have been using them to seek support include achieving notoriety; finding external advocates to influence internal decisions; building a support network; creating an incentive for the potential advocate or a friend of that person to bring into the archival family; advocating for broader archival goals and for the broader archival community; making strategic use of good publicity and negative coverage; using expert advisors and their reports for more than just advice; seeking the opinions of those in need of support in the archives; making personalized communication; and following up and strengthening contacts with external parties.

*Table 1 Compares internal and external advocacy.*

<b>Internal Advocacy</b>	<b>External Advocacy</b>
<ul style="list-style-type: none"> <li>➤ People within the same organization as archival institution</li> <li>➤ Archives' own staff, regarding developing skill and cultivating care for the archives</li> <li>➤ Mostly toward higher ranking individuals who are decision makers</li> </ul>	<ul style="list-style-type: none"> <li>➤ For people outside archival institution</li> <li>➤ Mostly toward influential individuals or important groups to parent organization</li> <li>➤ Allies or friend groups who will advocate for archives</li> <li>➤ Outsiders help influence decision makers for the positive decisions</li> <li>➤ Sometimes advocacy targets outsiders directly.</li> </ul>

When it comes to lobbying, internal and external lobbying are equally important. Archival institutions can write to their decision makers to bring about a decision in their favor, but this request can usually only be enforced with additional help from outsiders. The outside person selected should be influential or respected by the parent organization, as this will be incentive for the parent organization to respond. Friends of the archives can write a letter or email or meet in person with the parent organization to express their concerns about the archives' issues. This work is not just the responsibility of a single supporter, but the archives themselves must actively engage in lobbying and try to seize every opportunity that arises. This means that an archives must not only enlist the help of those who have influence over the parent organization, but also try to expand its influence and prestige to the parent organization. In summary, advocacy must be a combination of internal and external lobbying to show the parent organization that the archives are really important and qualified enough to receive help.

### **2.3. Introducing to Hackman Methods for Advocacy**

Here are some ways that Hackman (2011, pp. 12–29) recommended to strengthen an archival program:

1. Create an “agenda of opportunities” as a framework and encourage maintaining large priorities

The agenda of opportunities should be reflected in the archives' strategic plan, vision, goals and priorities and the main methods archives will pursue to meet them, but this does not always happen because archives are not always part of the strategic plan of their parent organization at large. When major changes are formally acknowledged, an archives, and especially its leadership, must move forward by themselves. The archives' leadership must develop, in written or unwritten form and perhaps very closely, their own “agenda of opportunities”. The "opportunities agenda," should include the following goals: gain greater authority over the organization's statistical choices; separate documents of authority to senior decision makers, rather than, for example the organization's library director; create an allocation method that reduces or largely eliminates

documents problematic to annual financial decisions; or build a brand and grow staff reputation. An opportunity agenda should not be an unrealistic wish list. For it to be valid, there must be a serious intent and feasible plans to realize the desired goals.

## 2. Build the case for archives.

An archives must have overall “case” prepared in advance to ensure effective advocacy. First, well-formulated case statements, updated from time to time, can serve as a basis for introducing archives to new or potential supporters and as a reminder to those who have created archives, as well as to decision-makers in the parent organization. One approach is to use archival documents that relate to specific users and uses and products derived from them as examples. The content of the archives' basic case can be deployed to support advocacy in a variety of ways, including in face-to-face meetings, group presentations, archival website content, mailings and other distributions, and more. While a traditional printed version of the base case is usually essential for archives, digital communications offer many opportunities to tailor the content of the base case to specific audiences and agencies. The core of the base case can be adapted and integrated to focus on specific actions and needs.

## 3. Reach out to create awareness and interest

The Archives should find ways to educate supporters and potential supporters—both inside and outside institutions, about the mission of the archives and its importance. The most important goal is to raise awareness of the major issues that an archives is facing. The public relations activities that archives should support include press releases, press previews, press conferences, behind the scenes tours, presentations by the archival staff, conferences and committees of researchers and authors, exhibitions, handouts and mailings, and the web.

## 4. Identify the individuals for internal advocacy and the way best to influence them

The decision makers for whom the archivist can directly advocate could be individuals or offices within the parent organization of the archives, and the higher in the hierarchy, the better. Archivists should develop a relationship with key decision makers responsible for core organizational functions, such as budget, human resources, legal, development, communications, information technology, and facilities and building services. Archivists should inform key internal officials about the quality and professionalism of the archives, and thus offer a possible greater service to the parent organization while influencing external users to enhance its reputation. Archives should strive to gain access to internal officials at regular intervals, such as seeking educational opportunities for archives. Archives should regularly provide text for their parent organization's newsletter and website about the benefits of archives to raise their profile within the parent organization. The best way to reach influential individuals inside the organization is to talk to individual decision makers in person. It is best to select decision makers who will directly consider what the archives can do.

5. Consider the above decision makers as an important advocate for the archives.

Most often, a leader above an archives in the organization's hierarchy is the most important person in advocacy because he or she will make many decisions that directly impact the archives. The archive must convince the decision maker to openly embrace the archive's agenda, especially the archive's high-level goals. The archive should also find a way to mediate between senior advocates if there is disagreement about how to advocate. Senior supporters are experienced and respectful supervisors who know how the unit operates and understand the preferences of high-level officials. Generally, the supervisors will support the archives "opportunity agenda" and help develop communication strategies and ways to address the archive's issues. Almost all administrators want the programs they manage to be successful. Administrators seek positive feedback and a reputation of success in part because it reflects well on the administrator. Part of the challenge for archives is to show this decision maker how he or she can benefit from the archive's success. That key decision maker should be given credit, especially if he or she has supported the archives, but only to the degree

that he or she has assisted the archive's development. If the supporters of the archive are not influential enough to ensure the lobbying is successful, the Archives needs to build a better relationship with the upper echelons within the parent organization. At all times, the archives must point out the impact on these superiors if they act in opposition to the archive's growth. One way to do that is to demonstrate that their personal supervisors, colleagues, and supporters are knowledgeable about and respectful the archives, more than any other department in the organization.

#### 6. Find external advocates to influence internal decisions

Although internal decision makers are the main actors in advocacy, external advocates may influence internal decision makers and for some archives may be the only way to achieve a number of important goals. External supporters can help provide donations and financial aid, technical assistance, facilitate communication with the media, and introduce archives to their friends and organizations that can help with archiving. They can provide ideas for communication and introduce strategies that are likely to be effective with other colleagues and institutions. The archives must first identify potential supporters who are known to be influential to internal decision makers. Individuals who are considered influential may sway internal decision makers to respond to them because the decision makers may respect them, owe something to them or their associated organization, seek networks with them or fear them. The means of gathering information about external supporters can range from creating contact files of people who are already satisfied with the archives, as well as their relationships with internal decision makers and others within the archival family. In other words, the archives can ask the ally to recommend other potential external influencers who may appreciate the archive's mission. In addition, the archives may ask its most prominent supporters to invite others to join archive's network, as well as provide information about benefit and other background of archives to encourage them to support the archives. An extensive network of influential outside supporters can also be very effective advocacy tool. These individuals have significant potential influence in wider circles because they have already established good

relationships, reputation, or other resources. These influencers sometimes attend archival events, such as meetings, but these events should involve an internal decision maker to let the decision makers know that there is an important person expressing a perhaps unexpected interest in the archives.

#### 7. Build support networks

In addition to care by a single person, the archives can also form a larger support network. All team members in the archive's network are there for each other and can form an alliance, similar to how family members support each other in times of need. The first group members are the advisory body. In addition to advising the archives, the alliance can support, challenge, protest, and persuade the archive's management, or go beyond its general advisory role in certain circumstances. Once advisors understand and are interested in the archives, they can share archival nature and issues with the official committee, others in their profession, community, circle of friends and family, and personal acquaintances. Through council meetings and communication, the archive's advisory group can be used as a tool to disseminate information about archival institution needs or solutions to the archives' parent organization as well as to external organizations or individuals who influence internal decision makers. In addition, the council can assist in evaluating the activities of the archives to identify deficiencies and promote growth of the archives. Council members should be knowledgeable about the development of the organizations that are directly connected to the archive's parent organization, or be representatives of other institutions interested in the archives. If several advisory boards or subcommittees could be established to address specific issues -such as technical needs, fundraising, public relations, media, and education -this would be more effective for archives. Of all the advisory boards, one should work primarily tandem with parent institutions and the other for external service programs involving prominent figures in an archive's community.

The second alliance that archives can form is the membership organization. Before encouraging the formation of membership organization, archival members

should consider the purpose of the group, what it will deal with, and how it will operate in the case that this type of group will be served by the archives. Therefore, the archives need to consider the benefits it will receive in return from membership, such as receiving communication from the archive's main donor; gaining social awareness; receiving funding for the archive; facilitating donations; gaining useful feedback; accessing new users; and establishing value to committees, councils and other groups associated with the archives. These benefits can only be achieved if the archives are clear about its own objectives and interests as well as its role in relation to the organization.

The third alliance consists of partnership with other organizations such as university archives, civic and service organizations in the community, alumni groups, and even former college archives interns. For state archives, it may involve working with counties, local government officials and their confederations, labor unions, and so on. It can be mutually beneficial to align with a group that has an interest in existing archives. Sometimes they can be in contact with decision makers and sometimes they can be decision makers themselves in the main archive's parent organization.

The last alliance category includes networks of influential supporters. The archives must try to acquaint these people with each other and make them understand that they are among the archive's allies. But the archives should not pressure this group to do anything. Do not bring them together without consensus, because the influencers may feel that the archives are trying to control the resources that they have, thinking only of benefits, or no longer giving them importance. These networks can be voluntary but archives can also request their presence in important matters that involve decision makers such as when it comes to raising a voice on a particular issue and lending a name to represent their association or colleagues.

#### 8. No need to launch frequent campaigns

"Grassroots" campaigns require careful planning and coordination, and thus should be conducted only on special occasions. In most cases, a small number of

influential advocates directly championing a cause is better more effective than email campaigns, phone calls, petition drives, advertising, conventions, and so on. Archives and allies need to discuss in detail in order to decide when a grassroots campaign may be preferable is preferable to a contacting series of high-level contacts supporters alone.

#### 9. Embrace influence to succeed

Sometimes the archives' desired actions, objectives or goals may need backing from an influential voice or unbiased, expert opinion. There are several ways to do this. Although archivists are important advocates, it sometimes takes influential people, both internally and externally, to deal directly or indirectly with key decision makers. Another way is the recognition and support of groups such as subcommittees of the Board of Trustees, the Visiting Committee, or the Advisory Council or Friends of the Archives. In addition, archives can seek recommendations for a particular action from an impartial expert or team of experts who are not involved in the matter. Moreover, archives can encourage the organizations concerned to publish recommendations on issues that the archive would like to address, such as user groups or those who rely on archival services. On top of that, archives can publish quotes from allies and experts outside the archives in the media or in the parent organization's journals, especially when the publisher is not from the archives. Furthermore, archives can convince high-level individuals, such as board members or organizational executives, to take an interest in the archive's concerns, and then to share this information with the archive's key decision makers.

#### 10. Advocate to outsiders

This type of advocacy is not directed to internal decision makers, but to external decision makers. For example, an archive may want to convince charities to fund archives; convince potential donors to transfer important documents to archives; or convince elected officials to support legislation that is important to archives' existence and operations. This type of lobbying should be done, or at least supported, by outside representatives of the archives. Sometimes the archives,



influential people in large organizations, and powerful external supporters work together to persuade external decision makers to take up lobbying for the archive. The archives need to coordinate, develop, and facilitate the implementation of such advocacy strategies.

11. Consider promoting broader archival purposes to the wider archival community.

In specific occasions, professional associations, partnerships, and other multilateral organizations can join in a large-scale lobbying effort to educate the public about the purpose and importance of archives. Of course, an Archives Month program can be a central mission between archives at any scale or location. The main aim of such a program is to raise awareness and appreciation of archives. The expectation with such a program is that the conditions that benefit archives as a field will also benefit the individual archival institutions. Such advocacy usually aims at immediate outcomes, such as new government policies, funding for programs or services, or appointment of officials whose actions will contribute to archival interests. However, the direct benefits to archives are numerous if observed closely. Participation in Archives Month activities can help build relationships with policymakers and with members of the media; forge opportunities to request resources from higher authorities and potentially gain said authorities' approval; expand and develop alliances with institutions; showcase to other archives in the local about leadership; and learn new approaches that can be applied to one's own organization.

In the next section, we will discuss case studies and compare the methods of advocacy strategies proposed by Hackman. Although the archives enumerated in this section have addressed the issues without giving any reference to Hackman's method, his method is the first officially published claim, so a comparison is appropriate.

### **3. Practical Advocacy**

The Hackman-led approach is used as a basis for comparing case studies. As noted earlier, advocacy includes both internal and external advocacy, so the case studies are clearly broad. Achieving advocacy goals often combines both types of advocacy, but

in rare cases some do not require internal advocacy if funding is not an issue, or has not been explicitly stated as a concern.

### **3.1. Issues and Advocacy Goals of Case Studies**

Every institution faces different problems. These may include budget cuts, layoffs, funding reductions, and legislative actions that hinder the stability and development of the archive (Brett & Jones, 2013, p. 51). These issues also have an impact on the quality of the archives, such as a lack of donations to collections, the improper management of documents, and lack of rules and guidelines due to a lack of staff, skills, or knowledge. The root of archival problems generally traces back to a lack of knowledge by the public and potential users, and lack of consideration even by higher institutions (Jimerson, 2005, p. 64). Case examples of archival advocacy are selected from different countries. In addition, case examples include individual archives that fall into different categories, including: public archives, university archives, and business archives. The selected four case studies are proof that archives around the world and all kinds of archives really have advocacy practices and recognize that they are really important in the work of archives. The aims of the various archives' advocacy may thus vary according to the specific problems they wish to solve. In the first case, Dalhousie University Archives and Special Collections (DUASC) primarily wanted to promote the use of their holdings and to raise their public profile. To achieve this goal, they first need to build a solid infrastructure for their archives. Thus, the problems addressed by the advocacy concerned the creation of a digital platform, acquisition of collections, ownership and rights to the collections, and management and description of the collections. Later on, DUASC also applied outreach to facilitate the use of its collections. In the second case, the Georgia State Archives and its allies lobbied for the continued existence of the institution in order to prevent its closure. In the third case, the public archives in South Africa have worked to raise their profile by building strong awareness, skills and cooperation among and within their associations, and pushing legislation to the benefit of the archives through the help from their alliance. And in the fourth case, many corporate archives have tried to demonstrate the values that they can provide to benefit their parent company in order to obtain funding.

### **3.1.1. Dalhousie University Archives and Special Collections (DUASC), Canada**

With the intention of making their collection more widely known to researchers both in locally and broadly, Canada's Dalhousie University Archives and Special Collections launched the Recorded Memory of Theatre Life in Nova Scotia Project. The goal of the project was to increase the visibility of the collections and promote access to the archive's holdings at a time when the Government of Canada promoted and fund the development of "Canadian content" for the Internet. DUASC has certainly taken this opportunity to strengthen its business and raise its profile. The idea for this advocacy originated primarily through conversation between the DUASC archivist and a Nova Scotia theatre patron, Michael Moosberger, who both a librarian and a donor to the archive's collection of theater content, including programs, posters, and other material related to theatre productions she had attended for years. As a frequent patron of the archives, she and the university archivist decided that creating a digital collection on the history of theater in Nova Scotia would help promote the collection's use for research. As their previous digital initiatives received positive feedback, the interactive digital collection was deemed suitable as multimedia to meet the need of promoting the archival use for research and applied for the fund. The fund application was successful and was supported by the Canadian Culture OnLine Programme (CCOP) in 2003-2004. The fund enabled the university secure resources, hire and pay staff, and prepare infrastructure for the archive's theatre history project.

DUASC understood that they must have complete collections in order to attract as many researchers as possible to access archival documents. The Council of Nova Scotia Archives (CNSA) member institutions had adopted a cooperative acquisition strategy to systematize collection acquisitions across the province. Their acquisition criteria include a wide range of collections in their parent organizations, associated organizations and individuals. Through this cooperation, DUASC is gradually being recognized within the archival community as a cultural archive of the province. This leadership role can improve the image of the archives and attract more sponsors to the archives. Another aim in creating the acquisition programs has been to raise awareness of the archives among a new generation of writers, directors, actors and designers through the Theatre History Project. Project staff invited theatre companies

and prominent members of the acting, directing, and playwriting communities for interviews to gather information that can be added to digital resources. The result of this initial contact was twofold: on the one hand, it produced great interviews and information, and on the other hand, even among those who did not participate, it introduced DUASC as an institution devotedly to managing Nova Scotia's cultural heritage. Their records acquisition efforts resulted in the acquisition of records from theater companies and resources across Canada including Jest in Time (Halifax), Two Planks and a Passion Theatre Company (Canning), Mulgrave Road Theatre (Guysborough) and Chester Playhouse. In addition, DUASC has obtained records from Playwrights Atlantic Resource Centre (Goshen) due to the spread of its notoriety and in the future it plans to acquire records from Ross Creek Centre for the Arts (Canning) in the future. Because DUASC is recognized as the cultural archives of the province, it has helped donors prepare their collections before transferring the archival documents to the university archives. Helping donors manage their records is greatly appreciated by theater communities. This builds a business relationship that will benefit the archives. For example, DUASC developed a successful proposal through its networks of influence. The Neptune Theater agreed to have two students from the Dalhousie School of Information Management's Records Management course prepare a survey of some of the theater's records and then develop a classification system and retention and disposition schedules for those records in 2004.

DASC also assisted the Playwrights Atlantic Resource Center in successfully applying for archivists. The university archivist wrote to the Canada Nova Scotia Skills and Learning Framework's Service Delivery Partnership Program in support of the Playwrights Atlantic Resource Center program to fill positions for an Archives and Strategic Planning Coordinator. This success allowed the Playwrights Atlantic Resource Center to re-employ one of its former employees, who worked on processing and appraising the Center's records prior to their donation to DASC. In addition, Playwrights Atlantic Resource Center archives staff continue to maintain close contact with DASC through regular emails and periodic meetings, and attend training sessions at the discretion of the University Archivist. In addition to collecting archival documents, the university must address other issues to ensure effective

dissemination. The next problem is to find a compromise to obtain ownership of archival documents.

One of the problems in managing documents to be made available to the public is the ownership of archival documents. The two major collections -the Theater Arts Guild and the Neptune Theater -were transferred to the College Archives under a deposition agreement. Although the archival agreement provides for a right of access (with the written permission of the depositor), the cost of preserving and describing the archives is not sustainable under the pressures from DASC's parent organization on DASC's human and financial resources. On the other hand, the management of the documents becomes more difficult and demands extra time as subsequent requests for access to the documents require the approval of the Theater Arts Guild and the Neptune Theater. As a result, DASC has had to enter into negotiations to terminate the deposit agreement and request that the collections be donated to the university archives. Negotiations have both positive and negative effects. The Theatre Arts Guild agrees to sign a memorandum of understanding for the donation of its existing archives and all future deposits to the university archives. The Neptune Board disagrees, as the current agreement is beneficial to their institution. The university archives decided to prepare for physical custody and continue to work toward a possible donation of the collections at a later date.

For a description of archival documents, simple and usable discovery is a must to attract users. The archives selected the collections most likely to be of interest to members of the theater society and those involved in the Theatre History Project, as well as other researchers, to describe first. Metadata surveys and tracking of the use of materials were conducted to help create finding aids to enhance the usage.

The researcher may not know how to use the search engine. DUASC has sought to educate on-site and off-site users about the nature and use of archival materials. The university archives has trained users on how to use the finding aid, how to retrieve materials, and how to follow leads within the collections. For online use, the Theatre History Project team has decided to explain the different types of documents the archive holds. For example, a theater collection may contain photographs, scripts,

costume and set designs, reviews, interviews with actors and playwrights, or the entire record from creation to production.

Last but not least, DUASC has done a number of outreach activities as the latter part of the theatre history project. It has set up exhibition space to showcase records, costumes, and photographs from the collections; distributed electronic resources at various events; and networked by attending conferences and sharing promotional materials. As a result, they have been contacted about the collections and invited by key organizations such as museums and government officials to participate or join important events and projects (Harvey & Moosberger, 2007).

### **3.1.2. Georgia State Archives, United States of America**

The Georgia Archives is the governing archival body of the State of Georgia. The Georgia Archives has faced budget cuts that have resulted in layoffs, loss of grants, and a drastic reduction in service hours to the public. In response to these issues, the Society of Georgia Archivists (SGA) has just formed an Outreach Committee to support advocacy efforts. To address the problem, the Outreach Committee has decided to raise public awareness of the problems facing the Georgia Archives and to advocate politically for higher budgets and more resources allocated to archives. The Georgia Archives Association first learn that the Georgia Archives were receiving budget cuts in 2011 through the Friends of Georgia Archives and History (FOGAH), a nonprofit friends group who support the Archives' mission through volunteer work, general advocacy, and fundraising for educational programs. Over the following 10 years, budget cuts caused the institution to reduce archives staff by 82%, public service hours by 60%, and millions of dollars from the Office of the Secretary of State.

The Outreach Committee members started their advocacy activities by publishing news about the situation; writing a letter of concern from members of the Georgia Archives directed to their legislators; and providing a list of contacts and news outlets across the state, divided by region and type of media to members of the Georgia Archives. Unfortunately, the budget was still being cut. The committee continued to advocate, this time through Georgia Archives Month (GAM), to spread and gather awareness about archives throughout the state. The awareness month is also a

platform to bring attention to the importance of archivists and archival collections. At its annual meeting in 2011, the SGA decided to transit its committee into a two-person team, recognizing that their current approach was ineffective due to the large number of members and slow response. One committee member is the Outreach Manger and another member is a Co-Manager.

Thanks to the help of influential allies of the association, other influential people agreed to establish relationships with the Archives. Many Emory University employees who are friends of the archives sent their official emails to Senator Jason Carter involving the crisis for the Georgia Archives. This led to a joint meeting between Carter, the Committee's two managers, and friends of the Archives. At the meeting, members of the committee presented the Archives' crisis and explained the value of archives to the State of Georgia. The meeting was fruitful and Carter agreed to advocate for the archives. Carter suggested contacting other prominent corporate archives in Atlanta — such as those for Coca-Cola, Home Depot, and UPS — to send a letter to Governor Nathan Deal. Carter also stressed the importance of persuading legislators to support the archives' cause. Archivists must demonstrate that the archives contribute to overall economic stability. For example, archives are a cultural and tourism centers. More than 6,000 people visit the Georgia Archival each year, and the average visitor comes from 130 miles away. They may spend their money at restaurants, hotels, grocery stores, gas stations, and possibly visit other cultural sites. Carter also emphasized that direct communication with legislators is more effective than email or mail. Face-to-face meetings provide an opportunity to ask questions, and the substance of the argument is likely to register if it is addressed directly to them.

The SGA then began its lobbying efforts. The members of SGA wrote letters inviting legislators to a reception, attaching documents about the archives and outlining their concerns. They provided guidance to association members of archives on advocacy. To raise greater public awareness, they paid more attention to the media than to social media, as the media can attract new readers. SGA did not forget to write an appreciation letter to Senator Carter, also reminding him that there was more work to be done.

Unexpectedly, Georgia Secretary of State Brian Kemp announced on September 13, 2012 that budget cuts enacted by Governor Nathan Deal will result in the elimination of all Georgia Archives service hour to the public and the elimination of seven staff, going beyond already scarce hours and staff. But the need for archival documents still has not diminished. Kemp's announcement states service hours are by appointment only, but those appointments are determined by the schedules of the two remaining professional staff members. Of course, this requirement cannot be tolerated by remaining staff.

In response, SGA and a number of organizations actively campaigned on the issue. Then came the formation of the Coalition, made up of members of FOGAH, SGA, the Association of County Commissioners of Georgia, and the Georgia Historical Records Advisory Board (GHRAB), among others. The coalition faced difficulties from the beginning because all of the members of these organizations lacked the experience in political advocacy that such a large-scale campaign requires. The SGA continued to focus on disseminating information to the press and public via Twitter and YouTube, as well as the New York Times. Many scholars and professional organizations have written to Governor Nathan Deal to support the archives. More than 10,000 people have signed petitions to preserve the archives. Alliance members delivered petitions and letters of support to Governor Deal. The coalition conjointly sponsored a gathering in Georgia attended by individuals, scholars, genealogists, and members of state Congress to incorporate a full restoration of the deposit budget. Later, FOGAH recruited the advisory body of Joe Tanner and Associates, a governmental affairs consulting group, to guide the alliance through the legislative budget process. Joe Tanner and Associates began organizing training seminars for political relations, emphasizing the importance of connecting with legislators on a personal level, such as sharing the same taste in coffee or music or attending the same college. They also advised the alliance to unify their messages to prevent the loss of the messages as these messages passed through the various institutions involved. They patiently pointed out that the message of the Archives campaign should be focused entirely on supporting Governor Deal's plan, announced on July 1, 2012, to transfer the Archives to the University System and on obtaining Board of Regents approval



for the University System Board of Regents to procure the appropriate budget. Deal's plans for the archive's future have prompted the coalition to launch another round of lobbying efforts, now focused on talks with legislators. In January 2013, a team was formed by the Board of Regents to prepare for the transition of the archives.

The Senate approved the transfer of the Georgia Archives to the University System two weeks after the Georgia House of Representatives voted to transfer the Archives on March 5, 2013, and adjusted the budget to \$300,000. In June 2013, the Georgia Archives announced that it would hire a full-time archivist and a full-time conservator. On July 1, 2013, management of the Georgia Archives was officially transferred from the Office of the Secretary of State to the University System. From Beginning in late July that year, public hours resumed on will continue four days per week (Chartier & Quigley, 2013).

### **3.1.3. Public Archives, South Africa**

Due to its low public profile, South Africa's public archives operate with limited resources and under difficult conditions. The challenges of archives in South Africa include the small number of archivists overloaded with daily responsibilities and thus little time and energy to develop the archives; lower ranking officials are tasked with archival management, making it difficult for them to hold superiors accountable; and lack of both administrative and political leadership to guarantee proper management of documents. Advocacy in the form of collaborations between archives and civil society organizations is considered a solution to archival problems in South Africa. This shows that archives in South Africa see external advocates as important partners to improve the image of archives both to the public and to their parent institutions.

The initial organization involved in advocating for archival issues in South Africa is the South African Society of Archivists (SASA). SASA, is a professional body responsible for the development and promotion of archival services, in South Africa. SASA acts as a backbone for the field by organizing annual conferences, seminars, and journal publications to advocate for archival services. The annual issue of the journal has been a success, providing a platform for the exchange of knowledge and professional ideas between archival associations. Other benefits of SASA include: bringing uniting together archives and records management professionals, which are

often operate disparately due to the separating from each other due to the "life cycle model " of document management systems; providing professional development through by recruiting national and international experts or organizing current timely research through conferences and workshops; providing opportunities for members to interact with each other, learn about the latest trends and products, and contribute to the improvement of services through annual conferences; disseminating knowledge through on social media; and offering free use of journals; hosting members from the South African Records Management Forum (SARMF); and presenting at national and provincial archives advisory bodies to give voice to national and provincial officials responsible for archives.

Another initiative was the creation of the Archival Platform in 2009. The Archival Platform was launched in collaboration between the Nelson Mandela Foundation and the Archives and Public Culture Research Initiative at the University of Cape Town. The Forum aims to connect experts, scholars, and government officials in the field of cultural heritage to the archives professional. Individuals and organizations who attended this forum were encouraged to share knowledge and information about the low profile of archives and the lack of interest in investing in archives. It served as a platform that to promotes democracy through the use of memory and archives. For outreach, sharing, and communication, The Archival Platform applied several approaches to facilitate the communication including such as newsletters, Facebook and Twitter feeds, campaigns, research and publications, and the celebrating of heritage month. Altogether, the organization along with other organizations such as South African History Archives (SAHA), South African Human Rights Commission (SAHRC), National and Provincial Archives and SASA have been working together to address shortfalls and struggles experienced in archival institutions.

Another forum called The South African Records Management Forum was established in 2005. This forum aimed to gather bring together practitioners of records management employed by different governmental bodies in South Africa, in order to provide a platform for exchanging knowledge and information for all individuals working in the field. Unfortunately, this forum was discontinued because it could not influence records management culture among its own member organizations; and was

not seen as a legitimate voice to attend as the workshops and /conferences were organized by event management companies; further, the forum was temporary, unable to stimulate between members of the forum, and faced internal conflicts among members.

Utilizing its years of activities and success with educational seminars and workshops across South Africa, the Friends of the Archives additionally promoted the implementation of the archival system at the provincial level. Under the auspices of the Records Service of South Africa (NARSSA), the Friends of Archives sought to establish a provincial committee to strengthen advocacy and fundraising.

The Southern African Regional Branch of the International Council on Archives (ESARBICA) and the International Council on Archives (ICA) advocate at regional and international levels respectively. The ICA helps its members develop strategies for the importance of archiving and records management. At conferences, members report their problems and the ICA then suggests solutions and procedures. For example, at an international conference in Victoria Falls, Zimbabwe, ESARBICA discussed at length with the participants' problems related to law, advocacy and international standards, cooperation, partnership, and training.

Civil society organizations have also directly advocated for archives, whether toward decision makers or to the public, allies and other potential supporters in order to acquire other resources. In 1996, the ratification of the South African Constitution allowed the provincial archives to operate independently from NARSSA. As part of its campaign for the records services NARSSA, SASA sent a letter to the Constitutional Court to show its dissatisfaction with the court's decision. SASA writes to the Constitutional Court about the decision to transfer the power from NARSSA to the provincial level without discussing with NARSSA, complaining that such an arrangement would make it impossible for NARSSA to have the power to intervene in the event of a province not functioning well.

Again, the Archival Platform has been a staunch advocate of archives in South Africa. One notable advocacy success through this platform was the publication of a report on the state of the archives over a two-year period study in 2015. The report was widely

circulated in the media and presented to politicians in Parliament. The report addresses the issues that the Minister of Arts and Culture — the parent organization of public archives — needs to address in order to save the archival sector in South Africa. In addition, the report identifies shortcomings and guidelines for implementation, which unfortunately have not been implemented due to lack of funding. In addition, Archival Platform published suggested projects relating to archives for archives on their blog, from digitizing manuscripts to selling the autopsy of Steve Biko.

ICA has developed an African strategy that focuses on archival advocacy and archival education through a 'train-the-trainer' approach to address skills gaps in archival services —for example, as public programming and advocacy. The result has been the development and implementation of a strategy for Africa (2015-2020) and the training of many young individuals in digital data management.

Lastly, the South African Historical Archives (SAHA) has actively campaigned for access to information on apartheid-era financial crime records. By testing the parameters for accessibility of information, SAHA won a legal battle against the South African Reserve Bank and eventually prevailed after pursuing the case for six years (Mojapelo & Ngoepe, 2020).

#### **3.1.4. Corporate Archives, United States of America**

Corporate archives across America face issues such as lack of budget, small staff, lack of legal support, and the risk of rapid change in the business environment.

Corporate archives can apply the same approach to advocacy as would any other archives: by making flexible, strategic and proactive attempts to communicate the value of the archives to decision-makers. Because corporate archives are under a profit-driven private organization, it can be very difficult to find outside sources of funding. Therefore, this limitation means that archivists can only cooperate with resource allocators within the parent institution. Corporate archives are created to fulfill a private institution's personal interests, such as to commemorate important memories, the founder, or a significant person of the company. There may also be important legal or product liability issues for which archival documents are needed as

evidence. Whatever the reason for the facility, the archives must be able to show its value when it is needed, otherwise, the archives may disappear because these for-profit companies only preserve a feature that they deem valuable. Archives must be flexible in adapting to changes in the parent organization. Changes in personnel and management are inevitable in business. So archivists must also be able to change accordingly, for example, if there is a new managing director, archives must establish a new relationship.

However, business archives cannot guarantee their ability to navigate these obstacles, no matter how good the advocacy practice is. Even the best corporate archives may face unmanageable threats over which they have no control. Therefore, the persistence of a business archives can be considered a success of advocacy.

For corporate archivists, the primary issue is to recognize the value their archival documents add to the business environment. They must encourage investment in an archival program by striving to articulate the business case. Only then can corporate archives obtain funding, find their place within the organization, and gain support for other archival needs.

There are some archives that show lucrative potential for their higher organizations. An obvious example is the collateral licensing program of the Coca-Cola company. There are third parties who pay for the rights to use the company's trademarks and promotional images that are stored in the archives. In addition, the Coca-Cola archives also created a digital management system for employees who need access to historical images, which later became the standard digital management system for the entire company. All of the company's departments can access high quality images without spending money on advertising and marketing agencies to access the images again.

Most business archives, however, do not generate direct revenue for their businesses. However, investments in archives can hold immeasurable value in other ways, such as protecting and defending a company from lawsuits or preserving and defending the company's reputation. Some corporate archives have attempted to use a charge-back

method in order to earn money from internal and external users to meet archival needs. However, this approach is not considered viable by the archives that have attempted to use it.

Corporate archives must look for a way to deal with cost recovery pressures. Because they are required to identify the service archives can provide for a company, the company's archivists create a service package designed to provide the corporate archives' targeted standard services in the language of the company.

Corporate archives can additionally help company management respond to reputational crises or bad press. When Ford Motor Company faced a lawsuit in 1998 over forced labor at the company's Cologne plant during World War II, the archives under the direction of then-chief archivist Elizabeth W. Adkins conducted research to ensure the company's thoroughness and transparency in addressing the matter and to openly inform the public of its findings. Likewise, a Chicago corporate archive helped provide evidence to its parent company that the company had no connection to slavery after it was ordered by law to disclose whether it profited from the use of slavery in the pre-Civil War era.

Even though corporate archives tend not to serve outsiders, that does not mean they hold no value to the public. At the Scotiabank Group's Archives, the public can access to archival documents and the company's art collections, as well as archival information on the company's website. The archives' director Jane Nokes explained that the archives and art collection are a testament to the company's social responsibility and that allowing public access has helped attract and retain customers for the company's services.

Having identified their value to the company and greater society, the next phase for corporate archives is to interpret that value to decision makers and contact those who will benefit most from archives' services. This needs to be practiced regularly. In addition, archives need to understand the content of the archives, the needs of the users, and the parent organization and its changing priorities.

Corporate archives not only provide reference services, but usually perform the actual research for their users. The expectation of users in the business environment is to receive the information in a usable format, not just to be told that the information is available.

It is important that business users communicate to upper management that archiving services help them improve the quality of their work for the organization. To make users aware of this, archivists can give them access to useful information that they could not access before. However, executives and employees do not usually think of archives as a resource they can use to increase productivity. Therefore, it is the responsibility of archivists to find ways to make them aware of the benefits of archival information. Kraft Foods Archives, for example, created a graphic "road map" of the company's acquisition history along with the credit line for employees to use in presentations. These services were met with a positive response, while attaching a credit line to the information presented became an important tool in spreading awareness of the importance of corporate archives as widely as possible. The Procter and Gamble Archives has created a "family tree" graphic showing the entire product line, going back to the earliest product offerings of soap and candles for the company's internal users. Corporate archivists can also leverage relationships with executives and their personal interests to enhance the reputation of the company and therefore establish the archives' use to the corporation. For example, a former archivist at the Ford Motor Company Archives, Dean Weber, acted quickly when he learned that the new executive's grandfather had formerly worked at Ford. He decided to look in the archival collections to see if there was anything about the grandfather, and Weber found a photo of a ID badge the grandfather had when he was a teenager. Weber immediately contacted the new executive, who was thrilled to see a picture of his grandfather that had never been seen before. The picture was used by the new executive during his opening presentation. The bond between the company and the archives was immediately enhanced by the image. As a result, through Weber's initial contact, the archives has received numerous requests from influential corporate executives to increase the visibility of their own archives and enhance archives' reputation as an important source of information.

In addition to proactively demonstrating the value of archives to higher authorities, corporate archivists have used the value of archives for the benefit of the parent bodies to build credibility.

Michael Bullington, a senior archives manager at McDonald's Corporation, was hired when he told his interviewees that an archives had to contribute to the success of the brand and open the door for brands to the outside world. The first thing he did was assess the company culture. He found that building strong franchises was a driver of new business for the company and that new franchisors were introduced to the company at its biannual Worldwide Convention. He insisted on having an exhibit at the convention and had his exhibit at every subsequent convention in order to introduce the company's history to new franchisors. This notoriety has made him a spokesman for the company on the subject of McDonald's history. His new role has helped him build a strong working relationship with the company's media relations team. This led them to accept and acknowledge Bullington's ideas as an archivist and how those ideas can relate to their work.

At the Coca-Cola Company Archives, Philip Mooney, the director of the archives program, has led the archives over many obstacles and brought the corporate archives to the forefront of the company's brand strategies. Mooney became an active advocate for sharing archival materials with the public when the company announced that World of Coca-Cola visitor center in Atlanta to reinforce the brand's cultural ubiquity. Archival materials are prominently displayed there, helping to attract more than 1 million visitors a year who pay up to \$15 per person to learn how Coca-Cola is made, distributed and promoted. At the opening of World Coca-Cola in 2007, Mooney was featured on the front page of the *Atlanta Journal-Constitution*, where he was praised as "the real thing". This has led to him having a close relationship with visitor center staff. With this visibility and credibility, Mooney seized the opportunity to address the problems facing the archives. For example, he established a program that organize and preserve the millions of Coca-Cola commercials and video clips, which was an enormous challenge for his small team. He lobbied to donate the moving images to the Library of Congress so they could process and preserve them. In return, the Library of Congress provided Coca-Cola with digitized copies. This method helped



the company spend less money than planning to digitize the moving images themselves.

The Procter and Gamble Company's corporate archives faced similar financial issues when 300 sets of unique video clips of international commercials were damaged. Lacking the funds to digitize and index them, Edward Rider, the corporation's archivist, approached the advertising development department and informed them of the number of requests his staff was receiving for copies. As a result, the department decided to fund the archives.

In order to develop an archival program through the tasks he was assigned, Paul Lasewicz, an archivist at IBM, used what he called "piggybacking", or finding a way to advance his own agenda by working creatively with the assignments he is given. In 2000, he was tasked with updating the history of the IBM website, which at the time lacked appeal and creativity. He created a heritage content website that answered the most frequently asked questions from staff. The piggybacking strategy gave him free resources so he could do work that allow archives to add value to the corporation and thus strengthening the archives' place within IBM. He was also able to develop a more sophisticated website, and while it consumed more money than anyone had anticipated, the website helped the archives gain a better reputation. When Lasewicz received the order to relocate the archives, he found a vacant space in the company's warehouse that was suitable for housing the archives. He had to convince his management that the location was worth the investment to improve the vacant warehouse, in addition to fit the building with equipment to protect the archives. He insisted that it was the only acceptable location he found and argued that the place could be made more attractive not only for his own use but also for use by other customers—for instance, the company could lease some storage space to other tenants. In the end, Lasewicz got the quality location and the budget for what he needed.

At the Kraft Foods archives, senior manager Becky Haglund Tousey was given the task of consolidating archival collections in various regions of the world in the early 2000s. For several years, she was unable to implement her idea of linking disparate

archival collections and processes because she did not have access to the proper technological tools to advance her mission. Thanks to her efforts lobbying for technology investment in order to maintain global archival operations, her requests were recognized in 2009. She was able to create a custom SQL database repository that integrates all of the separate stand-alone databases of each geographic repository and builds on top of the system a digital asset management repository for visual images, in addition to gaining an electronic SharePoint document repository once the integration was completed.

Different corporate archives should also make a practice of sharing information about their advocacy in order to solidify the case for the existence of private sector archives. If one corporate archives cannot justify its existence to the company by contributing revenue, it can inform executives that other corporations have invested in their respective archives. Because of competition between companies, executives are more likely to approve investments in an archives if their competitors, especially their largest competitors, have invested in their own. Consequently, corporate archives should share information with each other about their programs, such as staffing, reporting relationships, and the size and scope of the archival holdings that can be helpful in discussing additional resources. In 1998, a private benchmarking group called the Corporate Archives Forum was formed. Corporate archives' leaders can share information with each other on improving the management of their programs and support arguments for investing in their programs through face-to-face and online meetings. In 2006, the group also conducted a salary survey that found the average salary for corporate program directors to be well over \$100,000. This was higher than the average reported by SAA's Archival Census and Education Needs Survey in the United States, which indicated an average salary of just over \$61,000 for corporate archivists in 2004. At least one member of the Forum successfully used this information to ask for a raise.

Archives are not an independent institution, but putting the archives organization in a visible position is important in gaining support for the work of the archives. Common departmental relationships for corporate archives include public relations, corporate secretaries, marketing, and legal, but these relationships, especially in terms of

reporting progress, are more fruitful when archives' partners are placed higher within the organization. When it comes to reporting, it is better if archives can report to the most senior executives possible, but there are usually challenges to reporting directly to the CEO. First, it is difficult to get the attention of a busy executive, so when an archives needs a decision from the boss, the CEO may not have the bandwidth to focus on the archives' request. In addition, having a beneficial relationship with the CEO may place the archives in a politically challenging position if the CEO leaves the company.

A more common problem is that corporate archives frequently underreport their results, thus struggle to compete for budget within the organization. To address this problem, corporate archives can develop a network of potential allies who could influence a change in reporting structure. Developing a guide to help archivists navigate corporate politics is also important. Karen Benedict had this experience during her 11 years as an archivist at Nationwide Insurance Companies. The company hired Benedict as a part-time archivist to prepare for the company's 50th anniversary in 1975, using the company's existing archives, which contained information about the founding date, including business documents and personal documents of the founders. Benedict was supposed to report to the head of the Service Department — which was responsible for managing the company's parking lot, vehicle fleet, and library — but she expanded her network of reach within the company. Benedict provided the Anniversary Celebration Planning Committee with information from the archives to help plan communications and exhibits for the anniversary celebration, as well as for Public Relations, Advertising and Marketing, and Community Relations to provide historical information. She also educated managers, directors, and other departments that the archives can do more for the company than just provide information for the celebration. Not only that, but the archives also advertised in company publications and displays in the lobby and hallway to make company employees aware of the availability of information that the archives can provide as a service. As company directors realized that they can use the services of the archives, the archives were transferred to the new administrator in the Services Department who is responsible for preparing a proposal for the Records Management Service. He

saw the connection between records management and archives and wanted to include Benedict's input in his proposal. The proposal was approved, but there was no funding, which scuttled the effort. At the same time, Benedict gained a new mentor in the assistant Corporate Secretary and successor to the retiring Corporate Secretary. The Corporate Secretary is responsible for all corporate records except for tax records, making the relationship very good for the archival program. The archives were thus transferred to the Corporate Secretary under the advocacy of the new advisor. At the same time, Benedict was appointed full-time archivist. With the archives under a new infrastructure and with a librarian retiring, this became an opportunity for the library to shift its mission from serving the interests of staff to serving the information needs of the business community. The new strategic plan called for the creation of an Information Center that includes the archives, records management and the corporate library. Benedict was responsible for the Information Center and hired new staff for each function. Since the plan was beneficial to the company, it was approved because it could address unmet needs in records management and provide access to necessary business information. Unfortunately, the assistant of the Corporate Secretary suffered a severe heart attack and was unable to return to work at that time. However, that became a good opportunity for the former head of archives to regain control. The vice president of Corporate Services, to whom the archives and library had previously reported, was to take over the Information Center. The vice president of Corporate Services saw no benefit in developing an Information Center, as it was not a priority for him. Due to the lack of advocacy by Information Center management, when the merger of the library, archives, and records management was approved, no additional budget or staff was provided. Because the administration initially failed to recognize the value of the information center, the archives led by Benedict made a strong lobbying and educational effort. After three years of hard work, a new mentor helped the center and supported the needs for the program to succeed. Even though the center was still under the supervision of Corporate Services, it was developed and supported by its current director, thus eventually helping the center obtain funds and support that the information center needed to succeed (Adkins & Benedict, 2011).

*Table 2 Summarizes the advocacy programs applied in each cases*

	<b>Case 1: DUASC (Canada)</b>	<b>Case 2: Georgia Archives (USA)</b>	<b>Case 3: South Africa Public Archives</b>	<b>Case 4: Many Corporate Archives (USA)</b>
<b>Problems</b>	Low attention and limited resources	Lack of budget and threat of shutting down	Low profile and limited resources	Lack of budget, constant changes to business environment, and underreporting
<b>Advocacy Objective</b>	Promoting the use of archival collection	Securing the open of archives and funding	Raising public profile	Showing value that archives can contribute to a corporation's bottom line
<b>Advocacy Strategy (Internal and External )</b>	Developing digital collections, improving archival infrastructure, and outreaching	Raising public awareness and lobbying to legislators	Improving knowledge and friendship between association, raising awareness, and lobbying to legislator	Helping companies to earn money or prevent its loss, or for other benefits
<b>Resources Enablers (Decision makers)</b>	The Canadian Culture Online Program (CCOP), Dalhousie University, and collection donors	Secretary of State and legislators	Legislators and Minister of Arts and Culture	The executives or departments of the company
<b>Results</b>	Improving visibility within	Preventing from shutting down and	Improving archival system and some	Obtaining funding and

	archival and research communities	receiving budget	successful lobbyists	fulfilling other needs of the archives
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### 3.2. Comparing Case Studies to Hackman's Suggestions

Hackman's method of influencing the decision maker is shown by the second case. Direct contact with Georgia legislators was one method the archives used to inform and generate interest. Members of the Outreach Committee invited several legislators, including key representatives from the archives' home in Morrow, Georgia to a reception hosted by FOGAH at the State Capitol. Not only that, but the Georgia Archives and associations relied on influencers and other supporters to help its advocacy succeed. Many scholarly and professional organizations wrote letters in support of the Georgia Archives, and more than 10,000 people signed a petition delivered to Secretary Kemp and Governor Deal in order to keep the Archives open. Protesters then held a rally demanding the restoration of the entire archival budget. Participants heard from scholars, genealogists, and members of the state assembly. The advocacy further was ongoing and responsive to situations and reactions from decision makers. The coalition then began preparations for another round of talks with legislators following Governor Deal's announcement to return \$125,000 to the Archives' budget and transfer the Archives from the Secretary of State to the University of Georgia Board of Regents. The Regents went beyond that budget, requesting an additional \$225,000 for the Archives budget from the House Appropriations Committee. During this time, the SGA and the Alliance worked to mobilize volunteers to meet with their legislators in support of the Regents' board budget proposal.

In the fourth case, the viability of corporate archives depends entirely on the support of decision makers, so advocating for the archives to influence decision makers is critical. Seeking help from outsiders who could be supporters or allies is rare among corporate archives because their parent companies are profit-driven private organizations, and therefore would not ask for donations or pro-bono resource support from outsiders. Corporate archivists need to encourage investment in their archival

programs by creating programs that can contribute to the company's profit-seeking goals or protecting companies from litigation or damage to reputation. For example, Ford Motor Company's corporate archives helped the company address a litigation issue through research of archived documents; and McDonald Archives helped attract new franchisors through an exhibition introducing the company's history at the company's Worldwide Convention. Archives can also present archival documents to the public in the name of social responsibility in order to impart a good image upon people who may then become customers for the parent companies. The Scotiabank Group Archives applies this technique by displaying the company's art collections on a website; and for Coca-Cola Company Archives, archival materials displayed at the World of Coca-Cola visitor center attracted more than 1 million visitors a year who pay up to \$15 per person to learn about the Coca-Cola's history and procedures. The archives can also provide research services to illustrate the value of its documents. For example, the Kraft Foods archives created a graphic "road map" of the company's acquisition history, along with a line crediting and thus advertising the archives, that staff can use during presentations. In addition, it is important to be flexible and quick to respond to opportunities and changes in the corporation. For example, the Ford Motor Company Archives immediately sought out and presented documents that caught the attention of the new executive, which gave the Ford Motor Company Archives attention and a lot of support. Another example is at the IBM Archives, where the archivist turned the task that was given to him into the advantage to the archives. When he was asked to update the history of the IBM website, he created a heritage content website that answered the most frequently asked questions from staff. Moreover, at the Nationwide Insurance Companies, the archivist, Benedict, took her task of preparing for the company's 50th anniversary in 1975 as an opportunity to build a network of potential allies through her archival work on the Celebration Planning Committee, forging connections with other departments such as Public Relations, Advertising and Marketing, and Community Relations. Additional effort such as displaying archival materials in the lobby allows all company staff to become aware of the information that the archives can provide as a service.

In any case, one can also rely on support networks to facilitate the advocacy process. For DUASC case, it partnered with Roberta Barker, a university course instructor, to create an assignment that allows students to explore different types of archival collections available for specific products and create their own research questions from materials in the archives' electronic collections. It has also teamed up with another supporter, Michael Moosberger, a librarian and client of the archives, to discuss promoting the use of archival materials. Both of these discussions led to the digitization of the history of theater in Nova Scotia collections.

In the case of the Georgia Archives, groups of archival friends actively championed the cause. The first was FOGAH, which reported the Georgia Archives' problem to SGA email lists, which quickly alerted SGA to the Georgia Archives' lack of funding. Then came an email from several Emory University staffers inviting Senator and grandson of former President Jimmy Carter, Jason Carter, to meet with members of the Outreach Committee. Jason later confirmed that he had agreed to attend the meeting because he had seen the official university email. The Archives has also worked with lobbying firm Joe Tanner and Associates for advice, which trained alliance members on how to advocate. Specifically, once the Archives was approved to move under the Georgia Board of Regents, Joe Tanner and Associates educated Coalition members on the direction of the Archives. The firm also provided inside information on rumors of suspensions and political maneuvering that arose during the Georgia legislative process, thus avoiding the misrepresentation of when the archives transfer bill passed through Congress and the Senate.

In the third case, public archives in South Africa relied on membership of several civil society organizations to expand their publicity, network and advocacy. They relied on SASA to organize seminars, conferences and publications to educate about archival services. SASA went beyond organization to advocate on behalf of archives, for example writing a letter of dissatisfaction to the Constitutional Court in regard to its plan to transfer NARSSA under the jurisdiction of the provincial archives. Other institutions such as the Archival Platform, ESARBICA and ICA had also contributed to the development of the archives sector and have addressed the problems faced by South African state archives.



One of Hackman's main guidelines objectives is to raise the awareness and interest of the public or the so-called outsiders. The purpose of these guidelines is to communicate the value and importance of the archives and secondly to publicize the problems facing the archives. In the first case at DUASC, almost all of the advocacy work consisted of communicating with individuals and organizations to meet their needs. This includes , from creating digitized collections of the individuals or organizations to expediting consumer sample research; inviting stakeholders involved with archives and archival documents to provide information also paves the way for archives to become known and informed as they receive documentary support from them; negotiating with the collection owner to obtain full ownership of archival documents; educating on the use of collections, both on-site and online; and finally displaying exhibitions relevant to the project result and building networks through participation in exhibitions, conferences, and the display of archival material. In the second case, the Society of Georgia Archivists spread the word about the budget cut crisis that the archives were facing and subsequent threat to close Georgia's archives through allies. They did this by utilizing, an occasional opportunity like Archives Month, social media like Twitter and YouTube, and the press. In the third case, attempts to raise public awareness of archives were made through the archives' alliances, for example through the publication of newsletters, Facebook and Twitter feeds, research and publications, campaigns, and celebrations of Heritage Month.

### **3.3. Conclusion on Case Studies**

In short, advocacy can help solve problems faced by many archives. When archives need more financial support than is provided by their budgets, they must turn to stakeholders to demonstrate the value of their documents in order to justify the additional expenditure. The future of archives often depends on the hands of others or so-called parent organizations because archives are not independent institutions but generally placed under the control of another major body, ranging from a university to government agencies to for-profit corporations. Thus, in order for the institution to recognize the value of the archives, it is only necessary to encourage more frequent and broad use of their documents to enhance the reputation of the archives. Often the documents in the archives are received from their parent organizations, so archivists' first step should be to encourage individuals or offices in the parent organization to

use the documents. Archived documents are not only valuable to internal users but also to those outside the organization. External users are also consumers, including former or retired officials of parent organizations, academics, professors and students. They can also be considered as motivation for archives' advocacy as well as a gauge of success, as they can influence parent organizations to disseminate information about the need for archival documents and the importance of advocating for archives. Overall, long-term friendships should be established with these individuals before, amid and after advocacy. Advocacy can have immediate and future goals, so long-term friendships are just as important as partnerships with immediate benefits for archives. Promoting the use of archival documents and publicizing their value through advocacy efforts help obtain funding that allows the archives to continue.

Even if financial issues were not a frequent and ongoing concern, the archives should advocate for other needs that they face or additional non-monetary support. As long as advocacy is implemented, it brings progress in many areas — be them awareness among stakeholders, development of skills and professions, promotion of archival materials, or management of archival collections. Advocacy is still necessary, especially when archives cannot do it alone. Institutions often state that they work with limited resources, for example, DUASC claimed it was under pressure to maintain financial and human resources; (Harvey & Moosberger, 2007, p. 46) the public archives in South Africa further demonstrated a lack of staff, archival knowledge, and skills to the point that jeopardized its future. (Mojapelo & Ngoepe, 2020, p. 2). Archival institutions thus look to various methods to add to their value in order to be seen more widely and to satisfy budget donors.

In the digital age, technology should be used to accelerate the use and reputation of archives. One way for archives to gain the respect they need from the public and their institutions is to set up a website and social media accounts that explain how their organizations work and what kind of information the archives can provide. Many archivists have been heavily involved with network-focused resources and dissemination through electronic media. The DUASC University Archives, for example, has focused on creating digital resources that allow researchers to access documents, whether based in their community or far away from the campus.

Additional tools for accessing information and disseminating content from archives are helpful because a broad population can find their content on the internet.

Archives use a number of additional tools to reach influential institutions as well as individual users, including the press; social media such as Facebook, Twitter, YouTube; and emails and letters. Dissemination of information can take place through seminars, conferences and exhibitions, which are often targeted toward archives' stakeholders including frequent archives users, information service professionals, other archives and parent organizations. Face-to-face meetings with key individuals, such as decision makers, are also crucial. Archivists' efforts to promote archival values and issues with the help of lobbyists, allies and technical aids will not be one hundred percent successful, therefore the persistence and constant improvement of advocacy are necessary.

Even if advocacy brings successes, there can be failures during any moment. In the examples described above, DUASC failed to convince an owner to relinquish its ownership of the collections to the theater archive, while Georgia Archives failed to advocate to stop state budget cuts for years that led officials to announce its impending closure. Thankfully, advocacy efforts from the Georgia Archives and allies helped ensure its survival. Advocacy requires regular practice, time, and constant improvement. Failures and successes in advocacy are experiences that archivists must learn and record. The study of advocacy methods for archives should be encouraged and documented, especially by archival institutions doing direct advocacy work.

After analyzing case studies in different contexts, the next section presents the background of the case study at the center of this paper, which explores the situation of a Thai archival unit and its experience with advocacy.

#### **4. Silpakorn University Archives, Thailand**

The following information was obtained from the Silpakorn University Archives' website:

##### **4.1. History of Silpakorn University Archives**

The Silpakorn University Archives was first established as a project under the Library and Audiovisual Division in November 1989, before it was moved to the Central

Library on April 1998. Before that, the "Central Library" was established in 1989, under which the Wang Tha Phra Library Division and the Library and Audiovisual Division. In 2002, the Phetchaburi Information Campus Library was also added to the "Central Library" management. The Archives then became a permanent unit in the Central Library in May 1998.

#### **4.2. The Purpose of the Silpakorn University Archives**

1. To collect, store, and preserve archival documents, audiovisual content, and materials important to the Silpakorn University Archives, and to provide research tools that allow users to access them.
2. To collect and record events important to the history, development, honor, and reputation of the organization and personnel in various areas of the University.
3. To provide services and disseminate archival documents to administrators, faculty members, students, and staff of the University, including outsiders, for the benefit of administration and research.

#### **4.3. Types of Archival Materials**

The archival materials can be divided into three main types:

1. Texts, which have three subcategories:
  - Books: Contain content about Silpakorn University in various areas such as history, organizational structure, policies, administration, and university operations and activities. Books also include content created by faculties or departments, or the work of university staff as well as individuals outside the University who wrote information about Silpakorn University.
  - Documents: Content created or received by an agency or individual, or resulting from the performance of duties and responsibilities, which are retained as evidence of those activities. This includes orders, rules, regulations, announcements, meeting minutes, etc.
  - News or articles from journals or newspapers that have content about Silpakorn University or impact the university in any way. This includes news about Silpakorn University; news about departments within the university as

they organized various activities within or outside the university; articles written by Silpakorn University employees or students in a journal; newspapers that have content about the University and its employees; articles from an outside agency or individual writing about the University or a topic that impacts it; and articles discussing the work of Silpakorn University students.

2. Audiovisual materials, including photographs, films, audio tapes, videotapes, movies, maps, diagrams, models, and other materials associated with or produced by Silpakorn University.
3. Souvenirs including materials, objects, utensils, and equipment created by the University, subjected to University copyright, belonging to a University department, or created by University employees.

#### **4.4. Important Collections**

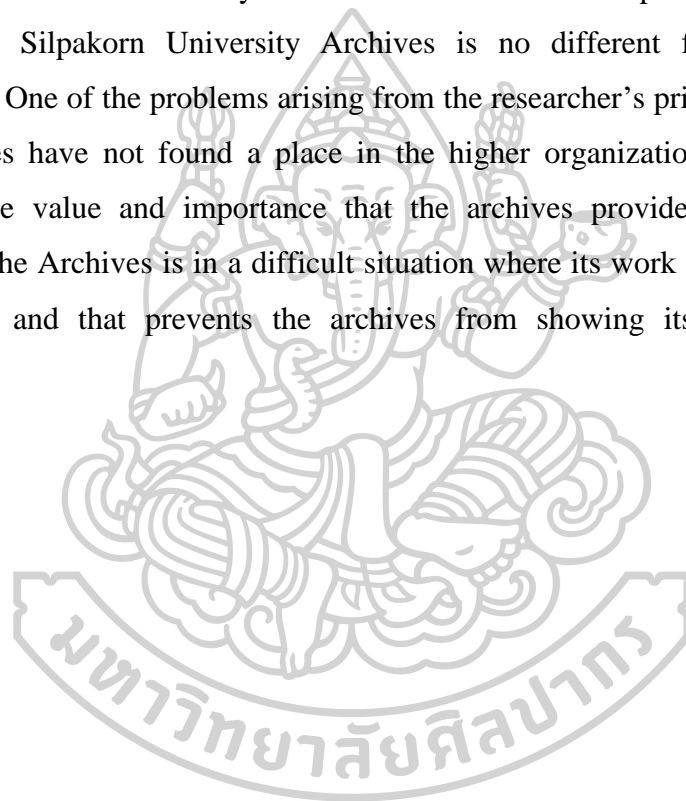
Some interesting collections include:

- His Majesty's Grace of Princess Petcharat Rajasuda Siri Sophavannawadi to Silpakorn University and Sanam Chan Palace. This collection includes the background of the princess and the list of various events and ceremonies that she presided over at the Silpakorn University.
- Professor Silpa Bhirasri, who founded Silpakorn University. This collection talks about his background with regard to his work at Silpakorn University.
- Professor M.L. Pin Malakul, Founder of Silpakorn University Sanam Chandra Palace Campus. This collection includes records of the creation of Silpakorn University and history of educational management of Silpakorn University at Sanam Chandra Palace Nakhon Pathom Province which was written by him.
- Office of the President of the Board of Directors of Silpakorn University and the President of the Council of Silpakorn University. This file includes the list of Office of the President of the Board of Directors of Silpakorn University and the President of the Council of Silpakorn University.
- Office of The President, including the list of university presidents.
- Dean's Offices, including the list of deans from each faculty.

- Distinguished Alumni Office, including the list of outstanding alumni from 1991 to 2016 and list of the best alumni in the past 60 years.

### **5. Research Problem**

Archival institutions around the world face similar predicaments where they lack access to funding, lack other resources, or are even threatened with closure because their profession is less established, recognized and valued than other similar information services, to both their parent organizations and the public. This has led archivists to focus on advocacy to ensure the survival of the profession and archives. Indeed, the Silpakorn University Archives is no different from other archival institutions. One of the problems arising from the researcher's primary findings is that the Archives have not found a place in the higher organizational structure, which obscures the value and importance that the archives provides to the university. Therefore, the Archives is in a difficult situation where its work can be restricted and suppressed, and that prevents the archives from showing its full potential and growing.



### **Chapter 3**

#### **Research Methodology**

This chapter shows research methodology and procedures to explore the statue of Silpakorn University Archives within the university and level of understanding of archival advocacy and, if any, the application of the concept in the archival institution. The chapter is outlined as below:

1. Research Design
2. Population and Sample
3. Timeframe
4. Research Instrument
5. Data Collection
6. Data Analysis

#### **1. Research Design**

In Thailand, the concept of archival advocacy seems to be known at a limited level due to the lack of people and institutions conducting research. Through this case study of the Silpakorn University Archives, the author of this research hopes to gain a better understanding of the status and role of the Silpakorn University Archives and whether advocacy was conducted in various forms or activities that the Archives unit has executed in order to increase its professionalism and recognition. Case studies allow the researcher to explore in depth a program, event, activity, process, or one or more individuals (Creswell, 2009). Thus, case studies are the appropriate research approach for this study because the research aims to obtain the opinions and experiences of the university archives staff, who are involved in the archival work in detail. The interview questions were used to find out the insightful practices that may otherwise go unpublished.

#### **2. Population and Sample**

The Archives of Silpakorn University was chosen as a sample among other university archives because it is the only university in Thailand that offers archives and cultural heritage management curriculum. Moreover, given the researcher is a student of the university, rates of participation and cooperation are expected to be high.

This study's participants include 5 individuals whose work relates to the Silpakorn University Archives.

### **3. Timeframe**

The duration of data collection of this study lasted from the 04<sup>th</sup> March, 2022 to 18<sup>th</sup> March, 2022.

### **4. Research Instrument**

There are many approaches to data collection in qualitative research such as interviews, open-ended surveys and questionnaires, focus groups, and observation. The objectives of this study is to explore the insights of archival staff in Silpakorn University Archives regarding the status and practices of the Archives, and this information can only be provided by the archival staff who are doing the detailed work. Therefore, the interview is considered the most appropriate approach for data collection. The interview aims to describe the central issues in the interviewees' lives and to determine their significance. The main task in interviewing is to understand the meaning of what the respondents say (Kvale, 1996). Moreover, DeCalor (2018) concludes that interviewing is useful when researchers want to gather very detailed information, follow up with additional questions based on respondents' answers, and ask questions that require a longer explanation. It is also appropriate when researchers are investigating a complex topic or one that may be confusing to respondents and are studying processes, such as how people make decisions.

Open-ended surveys and questionnaires were also possible tools for this approach, but they are not flexible. Researchers do not have the opportunity to follow up in detail if respondents do not understand the questions well or if new and unexpected topics arise during the conversation, unlike the interview, which can be adjusted if the study needs more information (DeCarlo, 2018). Similarly, serial interviews were required in this study, in which some sources were interviewed more than one time. Serial interviews are conducted when the data are not data are not concisely or clearly provided at first. There are two possible reasons for this: First, respondents do not have a complete memory of the episode or information sought by a researcher, and second, respondents are unwilling to divulge information, resulting in incomplete or misleading responses during the first interview (Read, 2018, p. 2). The interview was



initially conducted using a structured approach. Structured interviews are based on a set of predetermined questions. Structured interviews have probes, transitions, and follow-up questions. The data obtained can be easily generalized because the interview questions have the same structure for each interview, making the data comparable from one interview to another. The data are also easier to summarize and analyze, while the procedure is more time efficient compared to informal interviews (VanderStoep & Johnson, 2009, p. 225).

Advocacy is a new concept in the practice of Thai archives. To facilitate the communication with the archivists, the researcher avoids using the terminology in the questionnaire by asking indirect questions of advocacy exercises. All questions are based on example of case studies and Hackman's principles. According to him, archival advocacy includes three important factors: the needs of the archives, the providers of the needs, and the ways to get the providers to meet the needs of the archives. Therefore, the questions are related to the above three points.

Question 1 and 2 were asked to understand the respondent status which their positions and experience could affect the answers. Question 1 is about gaining basic information about the respondent's role. And question 2 is about gaining basic information about the respondent's experience.

Questions 3 through 7 were asked because the researcher aimed to know about the current status of the Silplakorn University Archives. In Question 3, based on Hackman's first step, archivists need to understand the current role and situation of their institution to identify needs or problems that it faces as well as who can meet those needs or help solve those problems. Knowing the archives' status includes knowing the archives' level of recognition throughout the organization and the demand of support. In Question 4, archives' operational plan indicates a set of annual tasks. Following Hackman's studies, strong advocacy first requires a strong archival infrastructure in which archivists take responsibility for their services and build their own agenda. Question 5 identifies people who involve the operations plan since these people would explain the objectives in each plan whether they could fulfil the archive's needs. In Question 6, the third factor of Hackman's advocacy involves figuring out how to get the resource provider to support the archives. This includes

determining what kind of contribution or benefit the archives can provide to the parent organization. This question also provides the insight into the level of influence or recognition of the archive in the parent organization perception, Question 7 attempts to infer the support from the parent organization because when the parent organization assigns a policy, it tends to allocate the resources for the operation as a consequence.

Questions 8 through 13 asked about the archival advocacy activities such as outreach and public relations activities conducted by the staff. In Question 8, gaining influence and recognition is an important aspect of archival advocacy, according to Hackman. Thus, providing services to inside and outside the university organization serves as evidence of the archives' function to the greater organization and a means to gain recognition. Question 10 is based on Hackman's statement that the archival service should impress the users. Thus, surveying user satisfaction is one of the main tasks to improve the service. In Question 11, Hackman suggests that archives find the best way to influence users, and one way to do so is to actively promote the use of historical documents. This shows users how they can get the most benefit from the archival collection and its services. In Question 12, the archival staff can analyze usage history to improve archival services based on user interests. For example, archivists can promote the collections that users mostly use, and that may become a natural way to spread the archives' profile. And in Question 13, Hackman suggests collaboration with other organizations for a variety of purposes: to target and influence decision makers, to assist archives in lobbying efforts, or to perform other functions of archival work.

Question 14 through 20 asked about the objectives and problems of the archival work. In Question 14, Hackman notes that advocacy is one of the main tasks that requires hard-working leader of an archives to invest a lot of time and experience so that other archivists or archival staff in the institution can develop themselves and the archival services to reach the archives' needs and goals. Therefore, this question seeks to understand if the actual result of advocacy meets the archives' expectations, so that the Archives leader can make decision on its next plan of archival advocacy. In Question 15, in addition to being asked about the kinds of activities archives might

undertake, archival staff who have hands-on experience with advocacy activities were asked for their opinions about the kinds of activities archives could undertake specifically to promote the use of archival documents. This question also reminds the archivists to review the services they provide to improve them. So, as Hackman said, archives need to find methods that demonstrate the value of archives to resource providers, who can support the archives in return. In Question 16, reverting to Hackman's first factor, which is to find out what the archives need to cope with its problems. Advocacy aims to improve the quality of archival work, so when archivists understand the root cause of problems, they can channel advocacy efforts there. In Question 17, the solutions to problems within archives may involve some element of archival advocacy in them. This question can be compared to Hackman's second factor of advocacy, in which archivists find ways to negotiate with resource providers to get them to agree to fulfill the archives' needs. In Question 18, the University is the parent organization of the Archives and thus the resource provider for the Archives. This question allows archival staff to identify their needs that could be supported by the parent organization. In Question 19, technology is now a popular tool, not only for preserving archival documents but also for attracting users. The question enumerates how archivists can use technology to improve the quality of their work and ensure that archival materials are not lost in the long run. If archivists say they are not yet ready to use digital technology, they need to recognize this as one of the problems and find ways to solve it, which can be met with the help of advocacy. And in Question 20, archivists are the most in tune with the goal or mission of the archives, as well as ways to improve the quality of work and recognition. The archivists must work to bring about this change through their hard work and use advocacy as a helpful tool. So this question asks their advice on what kind of advocacy work is needed for archives to survive and thrive in the future.

The following table shows the translation of the questions from Thai into English, and each question's objective.

*Table 3 Questionnaire*

Questions in Thai	Questions in English	Question's objective
1. ท่านมีบทบาท/หน้าที่/ตำแหน่งที่	1. What are your	Status of the

เกี่ยวข้องกับงานจดหมายเหตุของมหาวิทยาลัยศิลปากรอย่างไร	roles/duties/position in the Silpakorn University Archives?	participant
2. ท่านดำรงบทบาท/หน้าที่/ตำแหน่งที่เกี่ยวข้องกับงานจดหมายเหตุของมหาวิทยาลัยศิลปากรเป็นระยะเวลาานานเท่าใด	2. How long have you been working in the roles/duties/position in the Silpakorn University Archives?	Status of the participant
3. หน่วยงานจดหมายเหตุหรือบริการจดหมายเหตุอยู่ในส่วนใดของโครงสร้างขององค์กร (มหาวิทยาลัย)	3. To which part of the Silpakorn University's organizational structure does the Archives unit or archival services belong?	Status of the archives
4. มีการวางแผนปฏิบัติงานในงานจดหมายเหตุของมหาวิทยาลัย เช่น แผนงานประจำปี เป็นต้น (หากมีเอกสารหลักฐาน เช่น เอกสารแผนการดำเนินงาน คำสั่งแต่งตั้ง เป็นต้น)	4. Are there objective plans for the Archives unit, such as an annual plan, etc.? If yes, please show the relevant supporting documents, e.g. operation plan documents, etc.	Status of the archives
5. ใครเป็นผู้มีบทบาท/มีส่วนร่วมในการกำหนดแผนงานประจำปีของงานจดหมายเหตุ	5. Who is involved in the development of the Archives' annual plan?	Status of the archives
6. หน่วยงานจดหมายเหตุมีส่วนร่วมในกิจกรรมหรือเหตุการณ์สำคัญของมหาวิทยาลัยอย่างไรบ้าง	6. How does the Archives unit participate in major University activities or events?	Status of the archives

<p>7. มหาวิทยาลัยศิลปากรมีนโยบายเกี่ยวกับงานจดหมายเหตุโดยเฉพาะหรือไม่ ทางมหาวิทยาลัยต้องการให้งานจดหมายเหตุดำเนินงานอย่างไร</p>	<p>7. Does Silpakorn University organization have a specific policy for the work of the Archives? What is the university's desired outcome for the work of the Archives?</p>	<p>Status of the archives</p>
<p>8. หน่วยงานจดหมายเหตุมีกิจกรรมประชาสัมพันธ์บริการเอกสารจดหมายเหตุของมหาวิทยาลัยศิลปากรให้แก่บุคลากรภายในมหาวิทยาลัย บุคคลภายนอก หรือองค์กรภายนอกหรือไม่ หากมี กิจกรรมมีลักษณะอย่างไร</p>	<p>8. Does the Archives unit conduct public relations activities promoting its archival services to employees within the Silpakorn University, outside individuals, or outside organizations? If so, what do these activities look like?</p>	<p>Outreach and public relations activities</p>
<p>9. มีการใช้เทคนิคทางการตลาด (marketing) กับงานจดหมายเหตุเพื่อสร้างความต้องการใช้เอกสารจดหมายเหตุหรือไม่ หากมี ใช้เทคนิคใดและได้ผลอย่างไร</p>	<p>9. Have marketing techniques been used in the Archives' work to create demand for archival documents? If so, what techniques have been used and what results have been achieved?</p>	<p>Outreach and public relations activities</p>
<p>10. มีการสำรวจความคิดเห็น ความพึงพอใจของผู้ใช้งานเอกสาร/บริการจดหมายเหตุ หรือไม่ หากมี ได้ผลอย่างไร</p>	<p>10. Has the Archives conducted opinion polls or surveys to gauge user satisfaction with archival documents/services? If so,</p>	<p>Outreach and public relations activities</p>

	what were the results?	
11. หน่วยงานจดหมายเหตุ/ตัวท่าน คิดริเริ่ม/ต้องการให้มีกิจกรรมเพื่อส่งเสริม การใช้เอกสารจดหมายเหตุในการช่วยเหลือ เชิงรุก การให้ข้อมูลทางประวัติศาสตร์เพื่อ ประกอบการตัดสินใจของมหาวิทยาลัย เพื่อ การวิจัย หรือ เพื่อให้บริการแก่ บุคคลภายนอกอย่างไร	11. How does the Archives unit, or you personally, initiate activities to promote proactive use of archival documents, to provide historical information to assist in university decision- making, for research, or to provide services to outsiders?	Outreach and public relations activities
12. หน่วยงานจดหมายเหตุของ มหาวิทยาลัยศิลปากรมีการบันทึกประวัติการ ใช้บริการของผู้ใช้หรือไม่ หากมีการใช้ ประโยชน์จากการบันทึกประวัติการใช้งาน อย่างไร	12. Does the Archives unit record user usage history? If so, how does the recorded usage history inform your work?	Outreach and public relations activities
13. หน่วยงานจดหมายเหตุของ มหาวิทยาลัยศิลปากรมีความร่วมมือกับ องค์กรอื่นเพื่อส่งเสริมความก้าวหน้าในงาน จดหมายเหตุหรือไม่ หากมี เป็นความ ร่วมมือลักษณะใด	13. Does the Archives unit collaborate with other organizations to promote progress and growth in archival work? If so, what are the type of collaborations?	Outreach and public relations activities
14. กรณีที่หน่วยงานจดหมายเหตุ/ ท่าน ได้จัดกิจกรรมเกี่ยวกับเอกสารจดหมายเหตุ นอกจากผลลัพธ์ที่เกิดขึ้นแล้ว ท่านคิด ว่ากิจกรรมที่จัดสร้างผลกระทบ (impact/outcome) อื่นอีกหรือไม่	14. Do you think the activities related to archival documents that were organized by you or the Archives unit at large have other impacts or outcomes besides the direct	Objectives and problems of archival work

กรุณาอธิบาย	results? Please explain.	
15. กิจกรรมเกี่ยวกับเอกสารจดหมายเหตุที่จัดขึ้นเพื่อบุคลากรภายใน หรือเพื่อบุคคลภายนอกควรมีลักษณะอย่างไร สามารถตอบได้มากกว่า 1 กิจกรรม	15. What activities related to archival documents should you or the Archives unit organize for internal or external individuals? You may answer more than 1 activity.	Objectives and problems of archival work
16. ในฐานะที่ท่านเกี่ยวข้องกับงานจดหมายเหตุ ท่านเคยประสบอุปสรรคสำหรับการปฏิบัติงานทางจดหมายเหตุหรือไม่ สาเหตุของอุปสรรคคืออะไร	16. As your role and responsibilities related to archival work, have you ever encountered obstacles in performing archival tasks? What was the cause of these obstacles?	Objectives and problems of archival work
17. ในกรณีประสบปัญหา/อุปสรรคในการปฏิบัติงานด้านจดหมายเหตุ ท่านมีวิธีแก้ไขปัญหา/อุปสรรคอย่างไร	17. When you encountered problems or obstacles in archival work, how do you resolve them?	Objectives and problems of archival work
18. หน่วยงานจดหมายเหตุ/ท่านต้องการให้มหาวิทยาลัยศิลปากรช่วยเหลือในด้านใด เพื่อให้งานจดหมายเหตุบรรลุวัตถุประสงค์	18. What would you or your peers like to ask Silpakorn University for the support in order to achieve the archival service objectives?	Objectives and problems of archival work
19. หน่วยงานจดหมายเหตุมีการปรับปรุงกระบวนการทำงานเพื่อรองรับการ	19. How has the Archives unit changed its operations to	Objectives and problems of archival work

ใช้งานเอกสารดิจิทัลอย่างไร	support the use of digital documents?	work
20. ท่านต้องการให้งานจดหมายเหตุปรับเปลี่ยน/มีความก้าวหน้าในอนาคตอย่างไร	20. What changes or progresses would you like to see in the Archives unit in the future?	Objectives and problems of archival work

The researcher provided a list of questions that were prepared prior to the interview. Respondents answered the questions in text form. The questions were sent in Microsoft Word documents that allowed the participants to reply in the file. Conducting a structured interview allowed the researcher to become familiar with and understand the language of the participants, as the researcher's language skills were insufficient. Then, there were additional follow-up interviews to clarify vague answers from the initial interview, which were conducted by phone instead of face-to-face due to the Covid-19 situation.

### 5. Data Collection

An interview protocol was used for data collection, with a choice of individual or focus group interviews. The protocol includes:

- A heading that introducing and recording basic details (date, place, interviewer, interviewee)
- Instructions for the interviewer to follow
- Asking ice-breaker question at the beginning followed by 4-5 questions (subquestions), and then closing by some concluding statement or a question
- Asking probing question for the 4-5 questions
- Space between the questions to record responses
- A final thank-you statement to acknowledge the time the interviewee spent during the interview (Creswell, 2009).



In this study, after the development of the research questions and interview questions, the researcher asked a professor related to the participants for help in making contact with them. The researcher made sure to select only participants who were related to the Archives. Then, the researcher obtained permission from the participants to conduct research. In the interview questions, the researcher briefly introduces the research proposal in Thai language. The interview questions and proposal were translated into Thai language with the help of a native speaker. The researcher also asked the participants to provide contact information in case further information or confirmation was needed, in which later an additional phone call was made between the researcher and participants.

## **6. Data Analysis**

Data analysis begins with organizing and preparing the data — which in this cases consists of interview transcripts — reading through all the data, and coding the data by theme or description. In the case study, the themes or descriptions are considered interrelated and the meaning of the themes or descriptions is interpreted (Creswell, 2009). Creswell and Poth (2016) also note that data analysis in a case study includes a detailed description of the case and its setting.

Since this study is a case study that represents a qualitative inquiry approach, the data collected are in the form of textual content rather than numbers. There are two possible tools for analyzing the data in this study: content analysis and thematic analysis. Content analysis is a systematic coding and categorization approach used to unobtrusively examine large amounts of textual information to identify trends and patterns of words used, their frequency, their relationships, and the structures and discourses of communication (Grbich, 2007; Mayring, 2000; Pope et al., 2006). Thematic analysis is a method for identifying, analyzing, and reporting patterns in data. It organizes and describes datasets in detail (Braun & Clarke, 2006, p. 6). There are some similarities between qualitative content analysis and thematic analysis. Both methods use the same analytic measures, including coding, organizing codes under potential themes and subthemes, and comparing the resulting coding clusters with each other and with respect to the entire dataset. These similar practices are the main components of data analysis. However, in thematic analysis, both latent content as a

theme and manifest content as a category are considered in data analysis, while the in content analysis, researcher chooses between latent content (the underlying meaning of content) and manifest content (evidence that is directly seen) before moving to the higher levels of data analysis. Both methods require the researcher's creativity in analyzing the data and in presenting the result in the form of a story. Also, the difference between content analysis and thematic analysis is that the ability to quantify the data in content analysis by measuring the frequency of different categories and themes, which can be an indicator of significance (Vaismoradi et al., 2013). Janis (1965, p. 57) divides the classification of content analysis into three areas: pragmatic content analysis, semantic content analysis, and sign analysis. In content analysis, there are three sub-forms of analysis: denotation analysis, attribution analysis, and assertion analysis. Thematic analysis is roughly equivalent to assertion analysis and indicates the frequency with which certain objects are characterized in distinct ways. Overall, content analysis counts codes as categories or themes to measure or determine the frequency, relationships, and structures and discourses of communication of textual information. Thematic analysis counts the codes as themes, which means that interpretation is required, where each theme must be defined and described in detail.

In this paper, the approach to data analysis is thematic analysis. Since the purpose of this study is to explore people's experiences, views, and opinions about the work of archival institutions in detail, thematic analysis is the best choice for this study (Braun & Clarke, 2006, p. 9). Thematic analysis is about finding and identifying commonalities that run through an entire interview or series of interviews (DeSantis & Ugarriza, 2000). Researchers identify common themes from the data organically, rather than approaching the data with a predefined framework. The goal of thematic analysis is to find common patterns throughout the data set, which is consistent with the goal of this study.

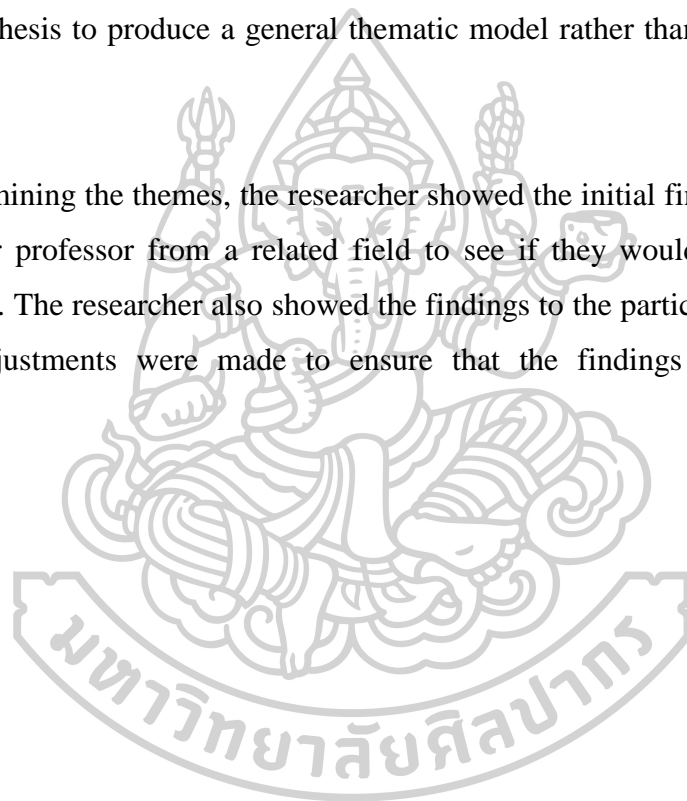
Braun and Clarke (2006, pp. 18–24) developed 6 steps of thematic analysis to analyze the data. In this study, the processes of data analysis using Clarke and Braun's thematic analysis approach are listed below:

1. **Becoming familiar with the data:** The researcher delves into the data by reading the datasets repeatedly, looking for meanings, and beginning to take notes and mark ideas for coding. The researcher began forming coding ideas based on research objectives: the first idea being to find words/phrases/sentences whose meaning applied to the status and roles of the Archives within the Silpakorn University's organization, and the second idea being to find words whose meaning indicated the archival advocacy activities conducted by the archives to promote the archives.
2. **Coding:** In the coding process, the researcher went through the datasets and marked anything that stood out as relevant or potentially interesting, as well as all phrases and sentences corresponding to these codes, i.e. everything related to the status and role of the Silpakorn University Archives and archival advocacy activities. Finally, the researcher grouped all of the data into groups that were identified by a code.
3. **Generating themes:** The researchers then looked for patterns in the codes and extracted themes from the codes. Codes that were vague or had no connection to the purpose of the study were discarded. Thus any codes that do not clearly indicate to the status and role of Silpakorn University Archives and the archival advocacy activities were eliminated from the study.
4. **Reviewing themes:** The researcher compared the themes to the data to look for missing information or a word/phrase more specific than “parts of the theme”, the representation of the themes in the data, and changes that would make the themes work better. In cases where the themes could not accurately reflect the data, the researcher split them, combined them, discarded them, or created new ones.
5. **Defining and naming themes:** The researcher defined and named the themes.
6. **Writing the result:** The themes resulted from the data analysis are elaborated in the chapter about research findings.

It is worth notice that there are advantages and disadvantages by using thematic analysis in this study. The strength of thematic analysis is that it pays attention to

detailed analysis to create concepts and allows the researcher to interpret those concepts. The weakness of thematic analysis is that the interview contains written responses. Some of the answers were given in short form; the short answers may not be as clear. The following interview to clarify the short answers cannot be asked immediately, unlike the face-to-face interview. Due to the COVID 19 situation affecting the research participants of the study, the virtual or in-person follow-up interview that was supposed to be the follow-up interview could not be conducted. This obstacle impedes the deep interpretation of short answers and as a consequence allows the thesis to produce a general thematic model rather than a specific thematic model.

After determining the themes, the researcher showed the initial findings to the advisor and another professor from a related field to see if they would come to the same conclusions. The researcher also showed the findings to the participants to review and clarify. Adjustments were made to ensure that the findings were accurate and acceptable.



## Chapter 4 Data Analysis

### 1. Coding Process

In this step, the researcher contemplates the answers from textual interviews and generates coding for further analysis. Coding tables are created by grouping the answers to the same question together to facilitate interpretation of the results.

*Table 4 Question 1*

Question	1. What are your roles/duties/in the Silpakorn University Archives?		
	Answer	Code	Description
	The answers to this question are redacted.		

*Table 5 Question 2*

Question	2. How long have you been working the roles/duties/positions in the Silpakorn University Archives?		
	Answer	Code	Description
	The answers to this question are redacted.		

*Table 6 Question 3*

Question	3. To which part of the Silpakorn University organization's structure does the Archives unit or archival services belong?		
	Answer	Code	Description
	under the Central Library, Silpakorn University อยู่ภายใต้สำนักหอสมุดกลาง มหาวิทยาลัยศิลปากร	Under the central library	
	After Silpakorn University has restructured, there will be no archives	No archival department,	

	<p>in the organizational structure (University), but personnel who work in the archives still working as assigned under the office of the Central Library, Silpakorn University</p> <p>หลังจากที่มหาวิทยาลัยศิลปากรมีการปรับโครงสร้างใหม่ จะไม่มีงานจดหมายเหตุ อยู่ในโครงสร้างขององค์กร (มหาวิทยาลัย) แต่บุคลากรที่เคยทำงานและปฏิบัติงาน จดหมายเหตุ ยังคงทำงานตามที่ได้รับมอบหมาย เหมือนเดิมภายใต้หน่วยงานสำนักงานสำนักหอสมุดกลาง มหาวิทยาลัยศิลปากร</p>	<p>Under the central library, Archival work exists</p>	
	<p>under the Central Library, Silpakorn University</p> <p>อยู่ภายใต้สำนักหอสมุดกลาง มหาวิทยาลัยศิลปากร</p>	<p>Under the central library</p>	
	<p>In the section of the Central Library, Silpakorn University</p> <p>ในส่วนของสำนักหอสมุดกลาง มหาวิทยาลัยศิลปากร</p>	<p>Under the central library</p>	
	<p>Silpakorn University Archives is under the policy and innovation section of Central Library Office Central Library Silpakorn University</p> <p>งานจดหมายเหตุมหาวิทยาลัยศิลปากร อยู่ภายใต้งานนโยบายและนวัตกรรม สำนักงานสำนักหอสมุดกลาง มหาวิทยาลัยศิลปากร</p>	<p>Under the central library, Archival work exists</p>	

Table 7 Question 4

Question	4. Are there objective plans for the Archives unit, e.g., an annual plan, etc.? (If yes, please show the relevant supporting documents, e.g. operation plan documents, etc.)?		
	Answer	Code	Description
	Have an action plan and an annual report มีแผนปฏิบัติงาน และมีรายงานประจำปี	Operations plan	
	Have an action plan and an annual report มีแผนปฏิบัติงาน และมีรายงานประจำปี	Operations plan	
	Have an annual action plan มีแผนการดำเนินงานประจำปี	Operations plan	
	Have an action plan and an annual report มีแผนปฏิบัติงาน และมีรายงานประจำปี	Operations plan	
	The Archives of Silpakorn University still have the same fiscal year action plan as has been done every year even if there is no agency name จดหมายเหตุมหาวิทยาลัยศิลปากรยังคงมีการจัดทำแผนปฏิบัติงานประจำปีงบประมาณเช่นเคยทำมาทุกปี ถึงแม้จะไม่มีชื่อหน่วยงานแล้วก็ตาม	Operations plan, No archival department	

Table 8 Question 5

Question	5. Who is involved in the development of the Archives annual plan?

	Answer	Code	Description
	<p>Central Library Executive, Silpakorn University and head of the Archives</p> <p>ผู้บริหารสำนักหอสมุดกลาง มหาวิทยาลัยศิลปากร และหัวหน้างานจดหมายเหตุ</p>	<p>Executive, Head of archival department?</p>	
	<p>Central Library Executive and Assistant Secretary of the Central Library and have personnel who work at the Archives participate and acknowledge the annual action plan</p> <p>ผู้บริหารสำนักหอสมุดกลาง และผู้ช่วยเลขานุการสำนักหอสมุดกลาง และให้บุคลากรปฏิบัติงานที่จดหมายเหตุฯ มีส่วนร่วมและรับทราบแผนปฏิบัติงานประจำปี</p>	<p>Executive, Secretary assistant of the Central Library, Staff</p>	
	<p>A specialized librarian currently holding the position of Assistant Secretary of the Central Library is the organizer of the annual work plan</p> <p>บรรณารักษ์ชำนาญการพิเศษ ปัจจุบันดำรงตำแหน่งผู้ช่วยเลขานุการสำนักหอสมุดกลาง เป็นผู้จัดทำแผนงานประจำปี</p>	<p>Secretary of the Central Library</p>	
	<p>Executives of the Central Library consist of the director of the Central Library, the secretary and all related parties</p> <p>ท่านผู้บริหารของสำนักหอสมุดกลาง ประกอบด้วยผู้อำนวยการสำนักหอสมุดกลาง เลขานุการ และผู้มีส่วน</p>	<p>Executive, Stakeholders</p>	





	<p>- Send personnel to take pictures of university activities or important events, or contact and coordinate requests from related persons or agencies</p> <p>ส่งบุคลากรไปบันทึกภาพกิจกรรมหรือเหตุการณ์สำคัญของมหาวิทยาลัย หรือติดต่อประสานงานขอจากบุคคลหรือหน่วยงานต่าง ๆ ที่เกี่ยวข้อง</p> <p>- Providing archival documents service for individuals/organizations both inside and outside Silpakorn University</p> <p>ให้บริการเอกสารจดหมายเหตุฯ แก่บุคคล/หน่วยงานทั้งภายในและภายนอกมหาวิทยาลัยศิลปากร</p>	<p>of significant events,</p> <p>Serving patrons</p>	
	<p>Participate in the task that the university has given, such as the work about Prof.Pin Malakul Memorial Day, who is the founder of Silpakorn University, Sanam Chandra Palace Campus; King Rama VI Memorial Day; Graduation ceremony; University Foundation Day</p> <p>มีส่วนร่วมในงานที่ทางมหาวิทยาลัย มอบให้ เช่น งานเกี่ยวกับอาจารย์ศิลป์ งาน ม.ล. ปิ่น ซึ่งเป็นผู้ก่อตั้งมหาวิทยาลัยศิลปากรวิทยาเขตพระราชวังสนามจันทร์ งานมหาธีรราชเจ้า งานพระราชทานปริญญาบัตร วันสถาปนามหาวิทยาลัยศิลปากร</p>	<p>King Rama VI Memorial Day,</p> <p>Prof.Pin Malakul Memorial Day,</p> <p>Graduation ceremony,</p> <p>University Foundation Day</p>	

	<p>The Archives of Silpakorn University has always played an important role in the operation of Silpakorn University and continually, such as procuring, storing, preserving, conserving documents and materials related to Silpakorn University and providing knowledge services of Silpakorn University Archives as well as a place to practice professional experience in archives, and study trips to students. It is also a member on various projects on important days of Silpakorn University or being a committee member on document destruction that has expired by various departments in the university</p> <p>หน่วยงานจดหมายเหตุมหาวิทยาลัยศิลปากร มีบทบาทสำคัญต่อการดำเนินงานของมหาวิทยาลัยศิลปากร อยู่เสมอ และต่อเนื่อง ได้แก่ จัดหา จัดเก็บ สงวนรักษา อนุรักษ์ เอกสารและสิ่งของต่าง ๆ ที่เกี่ยวข้องกับมหาวิทยาลัยศิลปากร และการให้บริการองค์ความรู้จดหมายเหตุมหาวิทยาลัยศิลปากร รวมถึงเป็นที่ฝึกประสบการณ์วิชาชีพด้านจดหมายเหตุ การศึกษาคุณงานแก่นักศึกษา นอกจากนี้ยังเป็นคณะทำงานในโครงการต่าง ๆ ที่เป็นวันสำคัญของมหาวิทยาลัยศิลปากร หรือการเป็นคณะทำงานด้านการทำลายเอกสารที่หมดอายุการใช้งานของหน่วยงานต่าง ๆ ในมหาวิทยาลัย</p>	<p>Managing the university archives,</p> <p>Offering placements to students,</p> <p>Destroying records</p>	
	<p>Take part in the taking pictures of the event and exhibitions as follows:</p> <ul style="list-style-type: none"> <li>- Prof.Pin Malakul Memorial Day</li> <li>- King Rama VI Memorial Day</li> <li>- Graduation ceremony, Silpakorn University</li> </ul> <p>มีส่วนร่วมในการบันทึกภาพเหตุการณ์ และการจัดนิทรรศการ ดังต่อไปนี้</p> <ul style="list-style-type: none"> <li>- งานวันศาสตราจารย์ หม่อมหลวงปิ่น มาลากุล</li> <li>- งานวันสมเด็จพระมหาธีรราชเจ้า</li> <li>- งานพิธีพระราชทานปริญญาบัตรมหาวิทยาลัยศิลปากร</li> </ul>	<p>Prof.Pin Malakul Memorial Day,</p> <p>King Rama VI Memorial Day,</p>	

		Graduation ceremony	
	<p>Participated in the exhibitions as follows:</p> <ul style="list-style-type: none"> <li>- Prof.Pin Malakul Memorial Day</li> <li>- King Rama VI Memorial Day</li> <li>- Graduation ceremony, Silpakorn University</li> </ul> <p>มีส่วนร่วมในการจัดนิทรรศการ ดังต่อไปนี้</p> <ul style="list-style-type: none"> <li>- งานวันศาสตราจารย์ หม่อมหลวงปิ่น มาลากุล</li> <li>- งานวันสมเด็จพระมหาธีรราชเจ้า</li> <li>- งานรับปริญญาบัตรมหาวิทยาลัยศิลปากร</li> </ul>	<p>Prof.Pin Malakul Memorial Day</p> <p>King Rama VI Memorial Day</p> <p>Graduation ceremony</p>	

Table 10 Question 7

Question	7. Is Silpakorn University organization has a specific policy for the work of the Archives? What is the university's desire for the work of the Archives?		
	Answer	Code	Description
	<p>Silpakorn University has no specific policy regarding archival work because at present, the structure of the university has no archival work but still support the same operating budget</p> <p>ทางมหาวิทยาลัยศิลปากรไม่มีนโยบายที่เกี่ยวกับงาน</p>	<p>No university policy for archival work,</p> <p>A consequence from the absence of archival department from the organizational</p>	

	<p>จดหมายเหตุโดยเฉพาะ เพราะปัจจุบัน โครงสร้างของมหาวิทยาลัยไม่มีงานจดหมายเหตุ แต่ยังคงสนับสนุนงบประมาณในการดำเนินงานเหมือนเดิม</p>	<p>structure,  Receiving annual budget for archival works</p>	
	<p>At present, there is no archival department within the structure of the university but still operates under the office of the Central Library, Silpakorn University in which the university continues to provide budget to support the operations of the archives as before</p> <p>ปัจจุบัน ไม่มีหน่วยงานจดหมายเหตุ อยู่ใน โครงสร้างของมหาวิทยาลัย แต่ยังคงดำเนินงานภายใต้สำนักงานสำนัก หอสมุดกลาง มหาวิทยาลัยศิลปากร โดยที่มหาวิทยาลัยยังคงให้งบประมาณสนับสนุนการดำเนินงานจดหมายเหตุ เช่นเดิม</p>	<p>The absence of archival department from the organizational structure,  Under the Central Library,  Receiving annual budget for archival works</p>	
	<p>The policy document regarding Silpakorn University's archives has not been found specifically</p> <p>ยังไม่พบเอกสารนโยบายเกี่ยวกับงานจดหมายเหตุของมหาวิทยาลัยศิลปากรเป็นการเฉพาะ</p>	<p>No university policy for archival work</p>	
	<p>Depend on the university to determine what the Archives must be done and how</p> <p>แล้วแต่ทางมหาวิทยาลัยจะเป็นผู้กำหนดว่าทางจดหมายเหตุ</p>	<p>Policy on demand</p>	

	เหตุฯ ต้องทำแบบไหน อย่างไร		
	Silpakorn University has no specific policy regarding archival work ทางมหาวิทยาลัยศิลปากร ไม่มีนโยบายที่เกี่ยวกับงาน จดหมายเหตุโดยเฉพาะ	No university policy for archival work	

Table 11 Question 8

Question	8. Does the Archives unit conduct public relations activities for the archives services for employees within the Silpakorn University, outside individuals, or outside organizations? If so, what do these activities look like?		
Answer	Code	Description	
Silpakorn University Archives created its own Facebook page to use as a channel to communicate with users จดหมายเหตุมหาวิทยาลัยศิลปากร จัดทำ Facebook ของตนเองขึ้น เพื่อใช้เป็นช่องทางในการสื่อสารถึงผู้ใช้บริการผ่านทาง <a href="https://www.facebook.com/SilpakornUniversity.Archives">https://www.facebook.com/SilpakornUniversity.Archives</a>	Facebook		
There are public relations on the website and on Facebook which will publicize news and activities that the Archives have made and have an online exhibition on the important day of Silpakorn University มีการประชาสัมพันธ์ทาง เว็บไซต์ และทาง Facebook ซึ่งจะประชาสัมพันธ์ข่าวสาร กิจกรรมต่างๆ ที่ทางจดหมายเหตุจัดทำขึ้น และมีนิทรรศการออนไลน์ ในวันสำคัญของมหาวิทยาลัยศิลปากร	Facebook, Public relation		
There are activities such as public relations about university news, various activities, whether it is any	Public relation		

	<p>departments on campus; news and information about the university are available to insiders and externally continually</p> <p>มีกิจกรรม เช่น ประชาสัมพันธ์เกี่ยวกับข่าวสารของมหาวิทยาลัย กิจกรรมต่างๆ ไม่ว่าจะ จะเป็นหน่วยงานใดๆ ในมหาวิทยาลัย มีบริการข่าวสารและข้อมูลเกี่ยวกับมหาวิทยาลัย แก่นักศึกษาภายใน และภายนอกอย่างต่อเนื่องตลอดมา</p>		
	<p>There are ongoing public relations activities on a regular basis in the Archives allowing insiders and outsiders. The activities are:</p> <p>8.1 Content dissemination via social media channels about the key persons of the university or the history of the faculty and important days of Silpakorn University</p> <p>8.2 Organize various projects such as an exhibition of the graduation ceremony of Silpakorn University, Silpakorn 77<sup>th</sup> Anniversary Project, Prof.Pin Malakul room project, online exhibitions, etc.</p> <p>8.3 Establish a data warehouse system that promotes the identity of Silpakorn University (archives data warehouse system)</p> <p>งานจดหมายเหตุ มีกิจกรรมประชาสัมพันธ์ต่อเนื่องอย่างสม่ำเสมอ บุคคลภายในและ บุคคลภายนอกสามารถเข้าถึงได้ ได้แก่</p> <p>8.1 การเผยแพร่เนื้อหา (Content) ผ่านช่องทางสื่อสังคมออนไลน์ เกี่ยวกับบุคคล สำคัญของมหาวิทยาลัย หรือประวัติศาสตร์ของคณะวิชา และวันสำคัญของมหาวิทยาลัย ศิลปากร</p> <p>8.2 จัดทำโครงการต่าง ๆ เช่น นิทรรศการงานพระราชทานปริญญาบัตรของ มหาวิทยาลัยศิลปากร โครงการศิลปากร 77 ปี รุกก โครงการจัดทำเพลงมหาวิทยาลัย ศิลปากร โครงการห้องศาสตราจารย์ มล.ปิ่น มาลากุล วรรณุสรณ์ นิทรรศการออนไลน์</p>	<p>Public relation, Facebook, Online exhibition, Digital archives repository</p>	

	<p>เป็นต้น</p> <p>8.3 จัดทำระบบคลังข้อมูลที่ส่งเสริมอัตลักษณ์ของมหาวิทยาลัยศิลปากร (คลังข้อมูลจดหมายเหตุฯ)</p>		
	<p>There are public relations on the website and on Facebook which will publicize news and activities that the archives have made and have an online exhibition on the important day of Silpakorn University</p> <p>มีการประชาสัมพันธ์ทาง เว็บไซต์ และทาง Facebook ซึ่งจะประชาสัมพันธ์ข่าวสาร กิจกรรมต่างๆ ที่ทางจดหมายเหตุจัดทำขึ้น และมีนิทรรศการออนไลน์ ในวันสำคัญของมหาวิทยาลัยศิลปากร</p>	<p>Facebook, Online exhibition</p>	

Table 12 Question 9

Question	9. Were marketing techniques used in archival work to create demand for archival documents? If so, what techniques have been used and what results have been achieved?		
Answer		Code	Description
	<p>Silpakorn University Archives has created a Facebook page of the event to be used as a channel to publicize the various activities of the archives to let users know various stories about Silpakorn University to which users who want in-depth information can contact the archives to request the use of documents.</p> <p>จดหมายเหตุมหาวิทยาลัยศิลปากร ได้จัดทำ Facebook ของงานขึ้น เพื่อใช้เป็นช่องทางในการประชาสัมพันธ์ กิจกรรมต่าง ๆ ของจดหมายเหตุฯ เพื่อให้ผู้ใช้ทราบเรื่องราวต่าง ๆ เกี่ยวกับมหาวิทยาลัยศิลปากร โดยผู้ใช้ต้องการข้อมูลเชิงลึกก็สามารถติดต่อขอใช้เอกสารได้ที่จดหมายเหตุฯ</p>	<p>Facebook, Communication</p>	
	Do not have	No marketing	



	ไม่มี		
	<p>Silpakorn University Archives created their own Facebook to use as a channel to publicize the various activities of the Archives to which allow users to know various stories about individuals, faculties and various departments in Silpakorn University. If users want in-depth information, they can contact the archives to request the use of documents.</p> <p>จดหมายเหตุมหาวิทยาลัยศิลปากร จัดทำ Facebook ของตนเองขึ้น</p> <p><a href="https://www.facebook.com/SilpakornUniversity.Archives">https://www.facebook.com/SilpakornUniversity.Archives</a></p> <p>เพื่อใช้เป็นช่องทางในการประชาสัมพันธ์ กิจกรรมต่าง ๆ ของจดหมายเหตุฯ เพื่อให้ผู้ใช้ทราบเรื่องราวต่าง ๆ เกี่ยวกับบุคคล คณะวิชา และหน่วยงานต่าง ๆ ในมหาวิทยาลัยศิลปากร โดยถ้าผู้ใช้ต้องการข้อมูลเชิงลึกก็สามารถติดต่อขอใช้เอกสารได้ที่จดหมายเหตุฯ</p>	Facebook, Public relation	
	<p>There are presentations on the university's website and on the archives website in a variety of formats.</p> <p>มีการนำเสนอโดยการเสนอทาง Web site ของมหาวิทยาลัยและเว็บไซต์ของจดหมายเหตุโดยการนำเสนอในรูปแบบต่างๆ</p>	University web site	
	<p>Do not have</p> <p>ไม่มี</p>	No marketing	

Table 13 Question 10

Question	10. Are there opinion poll and surveys of user satisfaction with archival documents/services? If so, what were the results?		
Answer	Code	Description	

	<p>Satisfaction was surveyed, had good feedback that the service is fast, prompt, accurate information</p> <p>มีการสำรวจความพึงพอใจ มีผลการตอบรับที่ดี ว่า บริการรวดเร็ว ทันใจ ข้อมูลแม่นยำ</p>	Positive	
	<p>There is a survey of customer satisfaction.</p> <p>มีการสำรวจความพึงพอใจของผู้ใช้บริการ</p>	Positive satisfaction	
	<p>There is a satisfaction survey for service users every 6 months to support the planning and to answer questions about internal quality assurance which the result is very good</p> <p>มีแบบประเมินสำรวจความพึงพอใจสำหรับผู้ใช้งาน งานจดหมายเหตุทุกรอบ 6 เดือน เพื่อประกอบการทำแผน และเพื่อตอบใจเกี่ยวกับงานประกันคุณภาพภายใน ซึ่งผลออกมาดีมาก</p>	<p>Six-month assessment, Quality assurance, Good feedback</p>	
	<p>The Central Library has a survey on service satisfaction of the Central Library 2 times per fiscal year, which will also include a survey on service satisfaction of the Archives. The results are at a very good level every time.</p> <p>สำนักหอสมุดกลางมีการจัดทำแบบสำรวจระดับความพึงพอใจในการให้บริการของสำนักหอสมุดกลาง</p>	<p>The Central Library, Biannual assessment, Very good feedback</p>	

	<p>ปีงบประมาณละ 2 ครั้ง โดยจะมีการสำรวจระดับความพึงพอใจในการให้บริการของจดหมายเหตุ รวมอยู่ด้วย ผลอยู่ในระดับดีมากทุกครั้ง</p>		
	<p>There is a satisfaction survey for service users every 6 months to support the planning and to answer questions about internal quality assurance which the result is excellent.</p> <p>มีแบบประเมินสำรวจความพึงพอใจสำหรับผู้ใช้บริการงานจดหมายเหตุทุกรอบ 6 เดือน เพื่อประกอบการทำแผน และเพื่อคอบใจทเกี่ยวกับงานประกันคุณภาพภายใน ซึ่งผลออกมาดีเยี่ยม</p>	<p>Satisfaction survey, Six-month assessment, Excellence feedback</p>	

Table 14 Question 11

Question	11. How does the Archives unit/you initiate activities to promote proactive use of archival documents, to provide historical information to assist in university decision-making, for research, or to provide services to outsiders?		
Answer	Code	Description	
	<p>The agency needs an information technologist or someone with expertise knowledge in applying various technologies to help in providing proactive services</p> <p>หน่วยงานต้องการนักเทคโนโลยีสารสนเทศ หรือผู้ที่มีความชำนาญ ความรู้ในการนำเทคโนโลยีต่าง ๆ มาช่วยในการให้บริการเชิงรุกได้</p>	<p>Information technology officer (to enable) proactive service</p>	

	<p>Insiders of the University most often come to ask for information through archival research. Outsiders will also be able to access the information of the archives</p> <p>บุคคลภายในมหาวิทยาลัย ส่วนมักจะมาขอข้อมูลต่างๆ ทางจดหมายเหตุในการทำงานวิจัย ส่วนบุคคลภายนอกก็สามารถจะเข้าถึงข้อมูลของทางจดหมายเหตุได้</p>	<p>Research, Historical information</p>	
	<p>The archives have created a database of Silpakorn University archives. The program was developed by computer scientists of the Central Library. Able to search/access archival documents conveniently and quickly and some archival documents given by individuals, faculties, departments and organizations have been digitized, such as photographs, meeting minutes, certificates, invitations, etc. Able to provide historical information to help make university decisions for research or to provide services to outsiders conveniently and quickly. Users are impressed and satisfied with the service.</p> <p>จดหมายเหตุฯ ได้จัดทำฐานข้อมูลจดหมายเหตุ มหาวิทยาลัยศิลปากร พัฒนาโปรแกรมโดยนักคอมพิวเตอร์ของสำนักหอสมุดกลาง สามารถสืบค้น/</p>	<p>Archives database, Enhancing retrieval of archives, Digitization, University history</p>	

	<p>เข้าถึงเอกสารจดหมายเหตุได้สะดวก และรวดเร็ว และเอกสารจดหมายเหตุ บางส่วนที่ได้รับมอบจากบุคคล คณะวิชา หน่วยงานต่าง ๆ ได้จัดทำเป็นเอกสารดิจิทัลแล้ว เช่น ภาพถ่าย รายงานการประชุม คู่มือ บัตรเชิญ เป็นต้น สามารถที่จะให้ข้อมูลทางประวัติศาสตร์เพื่อประกอบการตัดสินใจของมหาวิทยาลัย เพื่อการวิจัย หรือเพื่อให้บริการแก่นักศึกษาภายนอกได้อย่างสะดวก และรวดเร็ว ผู้ใช้บริการเกิดความประทับใจและพึงพอใจในการให้บริการ</p>		
	<p>11.1 has previously submitted opinions to the Evaluation and Follow-up Committee of the President of Silpakorn University that the hall of fame should be established to create a historical learning center of Silpakorn University. This will create a single center for all the artists in every campus for students, teachers, as well as alumni and general public to learn and create love, affiliation with the organization. It also encourages learning, study and research the accumulated knowledge more extensively.</p> <p>11.2 On the proactive side, letters asking for operational activities the university's faculties are continually sent monthly to provide as much of the history of the faculty as possible</p>	<p>Hall of fame as a learning center,</p> <p>Engaging faculties to record faculties' history,</p> <p>Providing online searching service (no online service at the moment),</p> <p>Retelling stories in the archives</p>	

	<p>in the Archives and cover all campuses.</p> <p>11.3 There is a channel for service users to search for archival documents by themselves online which is convenient and faster</p> <p>11.4 There is a daily survey of news about Silpakorn University and presented to the Central Library administrators to the administrators of Silpakorn University to be compiled into a Silpakorn University news archives</p> <p>11.1 ได้เคยเสนอความคิดเห็นกับคณะกรรมการ ประเมินผลและติดตามผลการดำเนินงานของอธิการบดี มหาวิทยาลัยศิลปากร ว่ามหาวิทยาลัย ควรจัดตั้งหอเกียรติยศเพื่อเป็นการสร้างแหล่งเรียนรู้ทางประวัติศาสตร์ของมหาวิทยาลัยศิลปากร จะเป็นการสร้างจุดศูนย์รวมของศิลปากรทุกวิทยาเขตไว้ทีเดียว ให้นักศึกษา อาจารย์ รวมถึงศิษย์เก่าและผู้สนใจทั่วไปได้เรียนรู้และสร้างความรัก ความผูกพันต่อสถาบัน อีกทั้งเป็นการกระตุ้นให้เกิดการเรียนรู้ การศึกษา ค้นคว้าองค์ความรู้ที่สะสมอยู่ให้กว้างขวางมากขึ้น</p> <p>11.2 ในด้านเชิงรุก มีการทำจดหมายสอบถามกิจกรรมการดำเนินงานไปยังคณะวิชาของมหาวิทยาลัยทุกเดือนอย่างต่อเนื่อง เพื่อจัดหาจัดเก็บประวัติศาสตร์ของคณะวิชาไว้ที่หอจดหมายเหตุให้ได้มากที่สุดและครอบคลุมทุกวิทยาเขต</p>		
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	<p>11.3 มีช่องทางให้ผู้ให้บริการสามารถสืบค้นเอกสารได้ด้วยตนเองผ่านออนไลน์ ซึ่งมีความสะดวก รวดเร็วยิ่งขึ้น</p> <p>11.4 มีการสำรวจข่าวที่มีเนื้อหาเกี่ยวกับมหาวิทยาลัย ศิลปากรเป็นประจำทุกวัน และนำเสนอผู้บริหารสำนักหอสมุดกลาง ไปจนถึงผู้บริหารมหาวิทยาลัยศิลปากร นำมารวมรวมไว้เป็นคลังข้อมูลข่าวมหาวิทยาลัยศิลปากร</p>		
	<p>The Archives wants to have someone who develops the system or programmer to support the information that we have to develop the data storage bringing to service quickly</p> <p>หน่วยงานต้องการมีผู้พัฒนาระบบ หรือนักโปรแกรมเมอร์ เพื่อมารองรับการจะนำข้อมูลที่เราเมื่อนั้น เพื่อไปพัฒนาเกี่ยวกับการจัดเก็บข้อมูล การนำไปเพื่อให้บริการ ได้อย่างรวดเร็ว</p>	<p>System developer or programmer to improve the archival service</p>	

Table 15 Question 12

Question	12. Does the Archives unit record user usage history? If so, how do you take advantage of the recorded usage history?		
Answer	Code	Description	
The Archives has recorded the service history of the users by naming the file “Resources for providing archival documents services” by saving the information that users need and source/document code as a guide or a	User records		

	<p>guideline for providing services on the same subject to personnel in the agency</p> <p>จดหมายเหตุฯ ได้มีการบันทึกประวัติการให้บริการของผู้ใช้บริการ โดยตั้งชื่อเพิ่มว่า “แหล่งข้อมูลสำหรับให้บริการเอกสารจดหมายเหตุฯ” โดยจะบันทึกข้อมูลที่ผู้ใช้ต้องการ และแหล่งข้อมูล/รหัสเอกสาร เพื่อเป็นคู่มือหรือแนวทางในการให้บริการในเรื่องเดียวกันแก่บุคลากรในหน่วยงานได้</p>		
	<p>The Archive has a form for users to fill out</p> <p>ทางจดหมายเหตุฯ มีแบบฟอร์มไว้ให้สำหรับผู้ใช้บริการกรอกข้อมูล</p>	<p>User form</p>	
	<p>The Archive will have a form for users to fill out general information to keep as evidence of service</p> <p>จดหมายเหตุฯ จะมีแบบฟอร์มให้ผู้ใช้บริการกรอกข้อมูลทั่วไปเพื่อเก็บไว้เป็นหลักฐานในการให้บริการ</p>	<p>User form</p>	
	<p>User usage statistics are recorded. By comparing the statistics of each year in order to plan the readiness of the service to meet the needs of the users.</p> <p>มีการบันทึกสถิติการให้บริการของผู้ใช้ โดยนำสถิติแต่ละปีเปรียบเทียบเพื่อวางแผนการเตรียมความพร้อมในการ</p>	<p>User statistics, User records</p>	



	ให้บริการ ได้ตรงตามความต้องการของผู้ใช้บริการ		
	<p>The Archives have a form for users to fill out a small amount of information to attach to archival documents when borrowing archival documents for copying and that form will come back to make service statistics. And this form will only be written when the persons who uses the service, whether by phone or come by themselves</p> <p>จดหมายเหตุจะมีแบบฟอร์มไว้ให้สำหรับผู้ใช้บริการกรอกข้อมูลเล็กน้อยเพื่อแนบไว้กับเอกสารเวลาที่ต้องยืมเอกสารนำไปคัดสำเนา และแบบฟอร์มนั้นก็จะมีกลับมาเพื่อทำเป็นสถิติการให้บริการ และแบบฟอร์มนี้จะเขียนต่อเมื่อผู้ที่มาใช้บริการ ไม่ว่าจะผ่านทางโทรศัพท์ หรือว่ามาด้วยตนเอง</p>	<p>User form, Telephone contact</p>	

Table 16 Question 13

Question	13. Does the Archives unit collaborate with other organizations to promote progress and growth in archival work? If so, what are the type of collaborations?		
	Answer	Code	Description
	<p>The archival work has cooperated with various departments and faculties that have donated documents such as orders, books, and meeting minutes to the Archives</p> <p>งานจดหมายเหตุได้รับความร่วมมือจากหน่วยงาน คณะวิชาต่างๆ ที่ได้จัดส่งเอกสาร เช่นคำสั่ง หนังสือ รายงาน</p>	<p>Collaboration, Collection development</p>	

	การประชุมฯ มอบให้จดหมายเหตุจัดเก็บ		
	<p>The Archives has cooperated with other organizations to promote progress in archival work, for example, participating in the university's training on the conservation of cultural objects by inviting a team of speakers from the National Museum for Reskill/Upskill/Multiskill knowledge and skills of personnel in conservation and management of cultural objects according to academic principles and able to apply the knowledge to work according to the assigned tasks, or attending meetings, training and seminars related to the archives continuously, for example, organized by the the National Archives of Thailand, Bank of Thailand Archives, Archives and Cultural Heritage Management Program, Graduate School of Silpakorn University, etc.</p> <p>จดหมายเหตุฯ ได้มีความร่วมมือกับหน่วยงาน องค์กรอื่น ๆ เพื่อส่งเสริมความก้าวหน้าในงานจดหมายเหตุฯ เช่น เข้าร่วมฝึกอบรมการอนุรักษ์วัตถุทางวัฒนธรรมของมหาวิทยาลัย โดยเชิญที่มวิทยากรจากสำนักพิพิธภัณฑ์สถานแห่งชาติ เพื่อ</p> <p>Reskill/Upskill/Multiskill ความรู้ทักษะของ</p>	<p>Collaboration</p> <p>Conservation of objects</p> <p>The National Archives of Thailand</p> <p>Bank of Thailand</p> <p>Education</p>	

	<p>บุคลากรในด้านการอนุรักษ์ และการจัดการวัตถุทางวัฒนธรรมที่ถูกหลักวิชาการ และสามารถนำความรู้ไปใช้ในการปฏิบัติงานตามภาระงานที่ได้รับมอบหมายได้ หรือเข้าร่วมประชุม อบรม สัมมนา ซึ่ง เกี่ยวกับการงานจดหมายเหตุฯ อย่างต่อเนื่อง เช่น จัดโดยสำนักหอจดหมายเหตุแห่งชาติ หอจดหมายเหตุธนาคารแห่งประเทศไทย หลักสูตรการจัดการจดหมายเหตุและสารสนเทศมรดกทางวัฒนธรรม บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร เป็นต้น</p>		
	<p>The Archives collaborate with other institutions to promote progress in the archives, such as attending meetings, training sessions, and seminars related to archival work continuously, for example, organized by the National Archives of Thailand, Bank of Thailand Archives, Faculty of Archaeology, etc.</p> <p>งานจดหมายเหตุ มีความร่วมมือกับหน่วยงานอื่น ๆ เพื่อส่งเสริมความก้าวหน้าในงานจดหมายเหตุฯ เช่น เข้าร่วมประชุม อบรม สัมมนา ซึ่งเกี่ยวกับงานจดหมายเหตุฯ อย่างต่อเนื่อง เช่น จัดโดยสำนักหอจดหมายเหตุแห่งชาติ หอจดหมายเหตุธนาคารแห่งประเทศไทย คณะโบราณคดี เป็นต้น</p>	<p>The National Archives of Thailand, Bank of Thailand, Education, Faculty of Archeology</p>	
	<p>The Archives has cooperation with various institutions such as the National Archives of Thailand.</p> <p>งานจดหมายเหตุมีความร่วมมือกับหน่วยงานต่าง ๆ เช่น</p>	<p>The National Archives of Thailand</p>	

	สำนักหอจดหมายเหตุแห่งชาติ เป็นต้น		
	<p>The Archives has requesting for documents and various activities to departments and faculties which has received good cooperation in some faculties or that institution will reply or send the documents back to keep in the Archives</p> <p>งานจดหมายเหตุมีการทำบันทึกขอเอกสาร และกิจกรรมต่างๆ ไปตามหน่วยงานและคณะวิชา ซึ่งได้รับความร่วมมือเป็นอย่างดีในบางคณะวิชา หรือหน่วยงานนั้นๆ จะตอบกลับมา หรือส่งเอกสารกลับมา เพื่อให้งานจดหมายเหตุจัดเก็บต่อไป</p>	<p>Collaboration, Collection development preservation</p>	

Table 17 Question 14

Question	14. Do you think the activities related to archival documents the Archives unit/you has/have organized might have other impact/outcomes besides existed results? Please explain.		
	Answer	Code	Description
	<p>No impact</p> <p>ไม่มีผลกระทบ</p>	No impact	
	<p>The Archives has organized activities related to archival documents in the form of various exhibitions to get the community receive information and stories about Silpakorn University. It is an another channel for presenting</p>	Exhibition (not an impact)	

	<p>archival documents that existing and stored in the Archives that disseminate to the community to be informed</p> <p>งานจดหมายเหตุฯ ได้จัดกิจกรรมเกี่ยวกับเอกสารจดหมายเหตุฯ ในรูปแบบของนิทรรศการต่าง ๆ ทำให้ประชาคมได้รับข้อมูล และเรื่องราวต่าง ๆ เกี่ยวกับมหาวิทยาลัยศิลปากร เป็นอีกช่องทางในการนำเสนอเอกสารจดหมายเหตุฯ ที่มีอยู่และถูกจัดเก็บในจดหมายเหตุฯ ออกเผยแพร่สู่ประชาคมให้รับทราบ</p>		
	<p>According to the Archives organized activities related to archival documents in the form of exhibitions on various subjects such as exhibition of the graduation ceremony of Silpakorn University which has been organized since the year 2003 until the present. The activities have a very positive impact on the organization making the community get information and various stories about Silpakorn University history and development of the graduation ceremony. It is an another channel for presenting archival documents that existing and stored in the Archives that disseminates to the community to be informed. Received a very good response from students, personnel, graduates and parents who come to</p>	<p>Exhibition,  Promoting the university</p>	

	<p>visit many exhibitions each year.</p> <p>ตามที่จดหมายเหตุฯ ได้จัดกิจกรรมเกี่ยวกับเอกสาร จดหมายเหตุฯ ในรูปแบบของนิทรรศการในเรื่องต่าง ๆ นั้น เช่น</p> <p>นิทรรศการงานพิธีพระราชทานปริญญาบัตรของ มหาวิทยาลัยศิลปากร ซึ่งได้จัดมาตั้งแต่ปี พ.ศ. 2546 จนถึงปัจจุบันนั้น กิจกรรมที่จัดสร้างผลกระทบในทางที่ดี แก่หน่วยงานมาก ทำให้ประชาคมได้รับข้อมูล และ เรื่องราวต่าง ๆ เกี่ยวกับมหาวิทยาลัยศิลปากร ประวัติ ความเป็นมาและพัฒนาการของงานพิธีพระราชทาน ปริญญาบัตร เป็นอีกช่องทางในการนำเสนอเอกสาร จดหมายเหตุฯ ที่มีอยู่และถูกจัดเก็บในจดหมายเหตุฯ ออกเผยแพร่สู่ประชาคมให้รับทราบ ได้รับผลตอบรับ อย่างดีมาก จากนักศึกษา บุคลากร บัณฑิต และ ผู้ปกครอง ในมาเยี่ยมชมนิทรรศการเป็นจำนวนมากในแต่ละ ปีที่จัดแสดง</p>		
	<p>Activities related to archival documents will be presented in the form of an onsite exhibition or online exhibition</p> <p>กิจกรรมเกี่ยวกับเอกสารจดหมายเหตุฯ จะนำเสนอใน รูปแบบของการจัดนิทรรศการ หรือนิทรรศการออนไลน์</p>	Exhibition	
	<p>The impact may not have, only the result is that the participants are able to apply the knowledge gained to the practical work.</p>	No impact	

	<p>ผลกระทบนั้นอาจจะมี มีแต่เพียงผลลัพธ์ที่ได้คือ</p> <p>ผู้เข้าร่วมกิจกรรมนั้นสามารถนำความรู้ที่ได้ไปประยุกต์ใช้</p> <p>กับงานที่ปฏิบัติอยู่จริง</p>		
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Table 18 Question 15

Question	15. What should be the activities related to archival documents organized for internal or external individuals? You may answer more than 1 activity.		
	Answer	Code	Description
	<p>Activities related to archival documents organized for internal personnel or for outsiders should have characteristics that users or interested parties can easily and conveniently access such as</p> <ul style="list-style-type: none"> <li>- Documents that have been entrusted by the person or various institutions are recommended</li> <li>- Arrangement in the form of an onsite exhibition or online exhibition</li> <li>- Creating content for publication on various media such as Facebook of the Archives</li> </ul> <p>กิจกรรมเกี่ยวกับเอกสารจดหมายเหตุที่จัดขึ้นเพื่อบุคลากรภายใน หรือเพื่อบุคคลภายนอกควรมีลักษณะที่</p> <p>ผู้ใช้หรือผู้สนใจสามารถเข้าถึงได้ง่าย สะดวก เช่น</p> <ul style="list-style-type: none"> <li>- มีการแนะนำเอกสารที่ได้รับมอบจากบุคคล หรือหน่วยงานต่าง ๆ</li> </ul>	<p>Displaying archives, Exhibition, Facebook</p>	

	<p>- การจัดในรูปแบบของนิทรรศการ หรือนิทรรศการออนไลน์</p> <p>- การสร้าง <b>content</b> เผยแพร่บนสื่อต่าง ๆ เช่น Facebook ของหน่วยงาน</p>		
	<p>Activities on the determination of the shelf life of documents</p> <p>กิจกรรม เรื่อง การกำหนดอายุการเก็บเอกสาร</p>	<p>Retention schedule</p>	
	<p>Activities related to archival documents organized for internal personnel or for outsiders should have characteristics that users or interested parties can easily and conveniently access, for example, the introduction of documents that have been given by individuals or various institutions, organizing an onsite exhibition or online exhibition, and creating content for publication on various media such as Facebook of the Archives</p> <p>กิจกรรมเกี่ยวกับเอกสารจดหมายเหตุที่จัดขึ้นเพื่อบุคลากรภายใน หรือเพื่อบุคคลภายนอกควรมีลักษณะที่ผู้ใช้หรือผู้สนใจสามารถเข้าถึงได้ง่าย สะดวก เช่น มีการแนะนำเอกสารที่ได้รับมอบจากบุคคล หรือหน่วยงานต่าง ๆ การจัดในรูปแบบของนิทรรศการ หรือนิทรรศการออนไลน์ และมีการสร้าง <b>content</b> เผยแพร่บนสื่อต่าง ๆ เช่น Facebook ของหน่วยงาน</p>	<p>Displaying archives, Exhibition, Facebook</p>	



	Activities on preservation and conservation of archival documents กิจกรรม เรื่อง การจัดเก็บและการอนุรักษ์เอกสารจดหมายเหตุ	Records preservation, Records conservation	
	Activities on preservation and conservation of archival documents กิจกรรม เรื่อง การเก็บรักษาเอกสารจดหมายเหตุและการอนุรักษ์เอกสารจดหมายเหตุ	Records preservation, Records curation. Records conservation	

Table 19 Question 16

Question	16. In your role and responsibilities related to archival work, have you ever encountered obstacles in performing archival tasks? What is the cause of these obstacles?		
Answer	Code	Description	
	on the budget for purchasing various equipment in the practice of archival because the budget is not enough to meet the demand ทางด้านงบประมาณในการจัดซื้ออุปกรณ์ต่างๆ ในการปฏิบัติงานจดหมายเหตุ สาเหตุงบประมาณไม่เพียงพอต่อความต้องการ	Financial support	
	The obstacles encountered were in three areas: 1. The location of document storage: The current place is very cramped cannot be arranged to serve as	Place for preservation, Archivists, IT staff,	

	<p>planned</p> <p>2. Personnel: Lack of personnel with specialized knowledge and skills in archival including IT personnel of the Central Library has full-time jobs. Therefore, the archival work cannot be fully developed.</p> <p>3. Budget: The budget for management is very limited. The development of various works can therefore be limited.</p> <p>อุปสรรคที่พบมี 3 ด้าน คือ</p> <p>1. ด้านสถานที่ในการจัดเก็บเอกสาร สถานที่ปัจจุบันมีความคับแคบมาก ไม่สามารถจัดวางเพื่อให้บริการได้ตามแผนงานที่วางไว้</p> <p>2. ด้านบุคลากร ขาดบุคลากรที่มีความรู้ทักษะด้านวิชาชีพจดหมายเหตุเป็นการเฉพาะ รวมถึงบุคลากรด้าน IT ของสำนักหอสมุดกลาง มีงานประจำเป็นจำนวนมาก จึงยังไม่สามารถพัฒนางานจดหมายเหตุได้อย่างเต็มที่</p> <p>3. ด้านงบประมาณ งบประมาณในการบริหารจัดการมีจำนวนจำกัดมาก การพัฒนางานต่าง ๆ จึงทำได้จำกัด</p>	Financial support	
	<p>There are obstacles in the operation, budget, few personnel and cramped places.</p> <p>มีอุปสรรคของการปฏิบัติงาน เรื่อง งบประมาณ บุคลากรน้อย และสถานที่ที่คับแคบ</p>	Financial support, Insufficient staff, Limited space	

	<p>As a work related to archival work for many years Problems and obstacles for archival operations are Sponsorship Promoted by administrators at the university level or the agency that the archives are affiliated with If in an era where the management supports, promotes, such as budget allocation enough manpower to operate or various planned projects will make the operation performance The operation went smoothly. successful and happy to work, etc.</p> <p>ในฐานะที่ทำงานเกี่ยวข้องกับงานจดหมายเหตุมาหลายปี ปัญหาและอุปสรรคสำหรับการปฏิบัติงานจดหมายเหตุคือ การให้การสนับสนุน ส่งเสริมจากผู้บริหารทั้งในระดับมหาวิทยาลัย หรือหน่วยงานที่จดหมายเหตุสังกัดอยู่ ถ้าอยู่ในยุคที่ผู้บริหารให้การสนับสนุน ส่งเสริม เช่น มีการจัดสรรงบประมาณ กำลังคนมาให้เพียงพอในการดำเนินงาน หรือโครงการต่าง ๆ ที่วางแผนไว้ ก็จะทำให้การดำเนินงาน การปฏิบัติงาน การดำเนินการไปได้อย่างรวดเร็ว ประสบความสำเร็จ และมีความสุขในการทำงาน เป็นต้น</p>	<p>Financial support, Staff, Efficiency Happiness Success</p>	
	<p>There are operational barriers, for example, photo storage tasks which must use acid-free paper but the archives cannot buy acid-free paper. Because acid-free paper is expensive,</p>	<p>Archival material, Alternative material</p>	

	<p>which the received budget is unable to purchase acid-free paper.</p> <p>Therefore, archivists have to turn to use mulberry paper to store photos instead of acid-free paper.</p> <p>มีอุปสรรคของการปฏิบัติงาน ตัวอย่าง เช่น งานจัดเก็บภาพถ่าย ซึ่งจะต้องใช้กระดาษที่ไร้กรด แต่ทางจดหมายเหตุไม่สามารถซื้อกระดาษไร้กรดได้ ด้วยเนื่องจากกระดาษไร้กรดนั้นมีราคาสูง ซึ่งงบประมาณที่ได้รับนั้นไม่สามารถจัดซื้อกระดาษไร้กรดได้ ทางจดหมายเหตุจึงต้องหันมาใช้กระดาษสาในการจัดเก็บภาพถ่ายแทนกระดาษไร้กรด</p>		
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Table 20 Question 17

Question	17. When you encounter problems/obstacles in archival work, how do you resolve the problems/obstacles?			
Answer	Code	Description		
	<p>The knowledge that obtained from the training has been applied or used to solve problems / obstacles, and the experience of working in the archives to solve problems/obstacles</p> <p>นำความรู้ที่ได้รับการเข้าร่วมฝึกอบรมมาประยุกต์ใช้หรือนำมาแก้ไขปัญหา/อุปสรรค บวกกับประสบการณ์ที่ได้ปฏิบัติงานจดหมายเหตุ เพื่อนำมาแก้ไขปัญหา/อุปสรรค</p>	<p>Training, Experience</p>		
	<p>-When there are problems / obstacles in the implementation of the budget that has been insufficient, there will</p>	<p>Budget plan, Changing the plan,</p>		

	<p>be a solution by asking for additional budgets or if does not receive more, have to adjust operational plans in order to operate smoothly and succeed</p> <p>-When there are problems / obstacles in the work of manpower, will request additional manpower with knowledge and skills suitable for activities/projects from the university or ask for other departments under the Central Library to help to make the operation go smoothly and succeed</p> <p>-ในกรณีที่ประสบปัญหา/อุปสรรคในการปฏิบัติงานในด้านงบประมาณที่ได้รับไม่เพียงพอ จะมีวิธีแก้ไขปัญหา/อุปสรรค โดยการทำเรื่องของบประมาณเพิ่มเติม หรือถ้าไม่ได้รับเพิ่มก็ต้องปรับแผนในการดำเนินงาน เพื่อให้การดำเนินไปได้อย่างราบรื่น และประสบความสำเร็จ</p> <p>-ในกรณีที่ประสบปัญหา/อุปสรรคในการปฏิบัติงานในด้านกำลังคน จะขอกำลังคนเพิ่มที่มีความรู้ ความสามารถเหมาะสมกับกิจกรรม/โครงการจากมหาวิทยาลัย หรือหน่วยงานอื่น ๆ ในสังกัดของสำนักหอสมุดกลางให้มาช่วย เพื่อให้การดำเนินงานไปได้อย่างราบรื่น และประสบความสำเร็จ</p>	<p>Central library assigning temporary staff for archival work</p>	
	<p>Request for budget support from Silpakorn University with the preparation of project proposals for the development of</p>	<p>Financial support through project plan (collection development and</p>	

	<p>archival work and the provision of equipment from the university to support the operation. In addition, there is a plan to replace the rate of retirement in the future by considering from the mission of archival work, vision, positioning standards and job description</p> <p>ขอรับการสนับสนุนงบประมาณจากมหาวิทยาลัยศิลปากร ด้วยการจัดทำโครงการเสนอของบประมาณในการพัฒนา งานจดหมายเหตุ และการของบครุภัณฑ์จากมหาวิทยาลัย เพื่อสนับสนุนการดำเนินงาน นอกจากนี้มีการวางแผน อัตรากำลังทดแทนอัตราที่จะเกษียณอายุราชการในอนาคต โดยพิจารณาจากภารกิจงานจดหมายเหตุ วิสัยทัศน์องค์กร มาตรฐานกำหนดตำแหน่ง และ Job Description</p>	<p>archival hardware),</p> <p>Workforce planning</p>	
	<p>Provide training in the Archives by specialists with specialized experience for training</p> <p>จัดให้มีการอบรมด้านจดหมายเหตุ โดยวิทยากรที่มี ประสบการณ์เฉพาะทางมาทำการอบรม</p>	<p>Specialist training</p>	
	<p>apply the knowledge that has been trained used or used to solve problems/obstacles plus the experience of working in the archives to solve problems/obstacles</p> <p>นำความรู้ที่ได้รับการอบรมมาประยุกต์ ใช้หรือนำมาแก้ไข ปัญหา/อุปสรรค บวกกับประสบการณ์ที่ได้ปฏิบัติงาน</p>	<p>Training</p> <p>Experience</p>	

	จดหมายเหตุ เพื่อนำมาแก้ไขปัญหา/อุปสรรค		
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Table 21 Question 18

Question	18. What would the Archives unit/ you like Silpakorn University to do for the Archives to achieve the purpose of the archival work?		
	Answer	Code	Description
	<p>Want the university to support the budget whether it's about the building, budget for purchasing materials that will be needed for specific archival tasks because the price is quite high in order to store documents to be durable and last a long time</p> <p>อยากให้มหาวิทยาลัยสนับสนุนเรื่องงบประมาณ ไม่ว่าจะเรื่องของอาคารสถานที่ งบประมาณในการจัดซื้อวัสดุที่ต้องใช้ในงานจดหมายเหตุเฉพาะ เพราะจะมีราคาค่อนข้างสูง เพื่อที่จะจัดเก็บเอกสารให้คงทนและอยู่ได้นาน</p>	<p>Financial support (for archival material)</p>	
	<p>Help with budget assistance because the Archives received a small percentage of the budget for the operation</p> <p>ช่วยเหลือในด้านงบประมาณ เพราะทางจดหมายเหตุฯ ได้รับงบประมาณในการดำเนินงานในสัดส่วนน้อย</p>	<p>Financial support (little portion)</p>	
	<p>In terms of budget and rate of labor hired by the state budget to support</p>	<p>Financial support,</p>	

	<p>the operation of the Archives Silpakorn University wherever possible, it should be formulated as a specific archival policy for continued sustainable development.</p> <p>ด้านงบประมาณและอัตรากำลังที่จ้างด้วยเงินงบประมาณแผ่นดิน เพื่อรองรับการดำเนินงานของจดหมายเหตุ มหาวิทยาลัยศิลปากร หากเป็นไปได้ควรกำหนดเป็นนโยบายด้านจดหมายเหตุเป็นการเฉพาะเพื่อการพัฒนาที่ยั่งยืนต่อเนื่อง</p>	<p>Government-funded staff,</p> <p>University policy for archival development</p>	
	<p>The Archives want the university to focus on the work of the archives. Even if it is an agency that is not created income for the university, it is a gilded event behind the Buddha image. It is the work behind the success of the organization; is to provide historical information for decision-making by university administrator, for research, or to provide services to outsiders who need information about Silpakorn University. Silpakorn University is the first and only university in Thailand that offers a course on archives and cultural heritage management but the structure of Silpakorn University does not have an archive. In the structure???? How will</p>	<p>University paying attention to archival work</p> <p>Behind-the-scene work</p> <p>Displaying room (for archives)</p> <p>Adding archival department in the organizational structure</p>	



	<p>the feelings of the workers be????? In the future, I want to improve the service area, suitable document storage space, would like to have an exhibition room whether permanent or revolving to provide services to visitors</p> <p>จดหมายเหตุฯ ต้องการให้มหาวิทยาลัยให้ความสำคัญกับงานจดหมายเหตุฯ ถึงแม้จะเป็นหน่วยงานที่ไม่ได้สร้างรายได้ให้กับมหาวิทยาลัย เป็นงานปิดทองหลังพระ เป็นงานที่อยู่เบื้องหลังความสำเร็จขององค์กร คือการให้ข้อมูลทางประวัติศาสตร์เพื่อประกอบการตัดสินใจของผู้บริหารมหาวิทยาลัย เพื่อการวิจัย หรือเพื่อให้บริการแก่บุคคลภายนอกที่ต้องการข้อมูลเกี่ยวกับมหาวิทยาลัย</p> <p>ศิลปากร มหาวิทยาลัยศิลปากรเป็นมหาวิทยาลัยแห่งแรกและแห่งเดียวในประเทศไทยที่มีหลักสูตรการจัดการจดหมายเหตุและสารสนเทศมรดกทางวัฒนธรรม แต่โครงสร้างของมหาวิทยาลัยศิลปากรไม่มีงานจดหมายเหตุฯ อยู่ในโครงสร้าง????? ความรู้สึกของคนทำงานจะเป็นเช่นไร????? อนาคตอยากให้มีการปรับปรุงพื้นที่ให้บริการ พื้นที่ในการจัดเก็บเอกสารที่เหมาะสม อยากให้มีห้องจัดแสดงไม่ว่าจะเป็นแบบถาวร หรือแบบหมุนเวียน เพื่อให้บริการแก่ผู้ที่เข้าชม</p>		
	<p>Want the University to support the budget whether it is about the location, area, materials that will be used in archival work in order to store documents to be durable and last a</p>	<p>Financial support Space, Archival material</p>	

	<p>long time</p> <p>อยากให้มหาวิทยาลัยสนับสนุนเรื่องงบประมาณ ไม่ว่าจะเรื่องของสถานที่ พื้นที่ วัสดุที่จะต้องใช้งานจดหมายเหตุ เพื่อที่จะจัดเก็บเอกสารให้คงทนและอยู่ได้นาน</p>		
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Table 22 Question 19

Question	19. How has the Archives unit improved its running process to support the use of digital documents?		
	Answer	Code	Description
	<p>Central Library set as indicators according to the Central Library's strategic plan in establishing a data warehouse system that promotes the identity of Silpakorn University (archives data warehouse system) to support services in the digital age according to the change of society, learning through online more. Users can easily and quickly search from any device, anywhere, anytime.</p> <p>สำนักหอสมุดกลาง กำหนดเป็นตัวชี้วัดตามแผนยุทธศาสตร์สำนักหอสมุดกลาง ในการจัดทำระบบคลังข้อมูลที่ส่งเสริมอัตลักษณ์ของมหาวิทยาลัยศิลปากร (คลังข้อมูลจดหมายเหตุฯ) เพื่อรองรับการให้บริการในยุคดิจิทัล ตามการเปลี่ยนแปลงของสังคมการเรียนรู้ที่ผ่านออนไลน์มากขึ้น ผู้ใช้บริการสามารถสืบค้นได้จากอุปกรณ์ต่าง ๆ ได้อย่างสะดวกรวดเร็ว ทุกที่ ทุกเวลา</p>	<p>Archival repository,</p> <p>Online service</p>	

	<p>Some documents are already digitized for quick turnaround times.</p> <p>มีการสแกนเอกสารบางส่วนเป็นดิจิทัลแล้วเพื่อรอรับ การให้บริการ ได้อย่างรวดเร็ว</p>	Digitization	
	<p>Documents given by individuals, faculties, and various agencies have done some digitization of the documents. Creating a database of Silpakorn University archives to make accessing to archival documents conveniently and fast. There are more services through various channels such as mail, line, etc. There is more study on the rules, regulations, various acts related to archival work, such as the Archives Act, the Nation Copyright Act, Government Information Act, Personal Data Protection Act, etc.</p> <p>เอกสารที่ได้รับมอบจากบุคคล คณะวิชา หน่วยงานต่าง ๆ ได้มีการดำเนินการแปลงเป็นเอกสารดิจิทัลบ้างแล้ว มี</p> <p>การจัดทำฐานข้อมูลจดหมายเหตุมหาวิทยาลัยศิลปากร เพื่อให้การสืบค้น การเข้าถึงเอกสารจดหมายเหตุได้อย่าง สะดวก และรวดเร็ว มีการให้บริการผ่านช่องทางต่าง ๆ มากขึ้น เช่น ทางเมล์ ทางไลน์ เป็นต้น มีการศึกษาหา ความรู้เพิ่มเติมเกี่ยวกับกฎ ระเบียบ ข้อบังคับ พระราชบัญญัติต่าง ๆ ที่เกี่ยวข้องกับงานจดหมายเหตุฯ เช่น พระราชบัญญัติจดหมายเหตุแห่งชาติ</p>	<p>Digitization,</p> <p>Archival database,</p> <p>Online service,</p> <p>Communication channel (email, Line),</p> <p>Studying related laws</p>	

	พระราชบัญญัติลิขสิทธิ์ พระราชบัญญัติข้อมูลข่าวสาร ของราชการ พระราชบัญญัติคุ้มครองข้อมูลส่วนบุคคล เป็นต้น		
	In progress but facing the budget problem in purchasing the database กำลังดำเนินการอยู่ แต่ประสบปัญหาทางงบประมาณ ในการจัดซื้อฐานข้อมูล	Financial obstacle, Archival database	
	Documents are partially stored digitally for quick turnaround times. มีการจัดเก็บเอกสารเป็นแบบดิจิทัลแล้วเป็นบางส่วนเพื่อ รองรับการให้บริการได้อย่างรวดเร็ว	Part of archives is digital	

Table 23 Question 20

Question	20. What changes/progress would you like to see in the Archives unit in the future?		
	Answer	Code	Description
	The University places more emphasis on archival work, has the name of the unit in the structure of Silpakorn University, have a job that exists มหาวิทยาลัยให้ความสำคัญกับงานจดหมายเหตุมากขึ้น มี ชื่อหน่วยงานจดหมายเหตุฯ ในโครงสร้างของ มหาวิทยาลัยศิลปากร มีตัวงานที่มีตัวตน	Promoting archival work,  Archival department	
	Want the university to recognize the importance and support the creation of the History Hall or Hall of Fame	Hall of fame (learning center of	

	<p>that is the center of knowledge of Silpakorn University history that is constantly evolving. It has a broad impact on the university society and goes out to the outside world as a valuable and top educational institution in Thailand; and showing potential and academic strength in art, archaeology, which is regarded as the number one institution in Thailand in this field; is a place that welcomes visitors to know the identity of Silpakorn University as a learning resource for students, the next generation and the general public</p> <p>ประสงค์ให้มหาวิทยาลัยเห็นความสำคัญและสนับสนุนการสร้างหอประวัติหรือหอเกียรติยศที่เป็นศูนย์รวมขององค์ความรู้ของมหาวิทยาลัยศิลปากร ในด้านประวัติศาสตร์ที่มีการพัฒนาอย่างต่อเนื่อง มีผลกระทบต่อสังคมมหาวิทยาลัยโดยกว้างและออกสู่สังคมภายนอกในฐานะสถาบันการศึกษาที่ทรงคุณค่าแก่ระดับต้นของประเทศไทย และแสดงศักยภาพความแข็งแกร่งทางวิชาการด้านศิลปะ โบราณคดี ที่นับได้ว่าเป็นสถาบันเบอร์หนึ่งของประเทศไทยทางด้านนี้ เป็นสถานที่ ๆ ดึงดูดแขกผู้มาเยือนให้ได้รู้จักเอกลักษณ์ของมหาวิทยาลัยศิลปากร เป็นแหล่งเรียนรู้ของนักศึกษา อนุชนรุ่นหลัง และประชาชนทั่วไป</p>	<p>university history),</p> <p>University identity</p>	
	<p>In the future, want to improve the service area, suitable document</p>	<p>Additional space to</p>	

	<p>storage space, would like to have an exhibition room, whether permanent or revolving to provide services to visitors</p> <p>อนาคตอยากให้มีการปรับปรุงพื้นที่ให้บริการ พื้นที่ในการจัดเก็บเอกสารที่เหมาะสม อยากให้มีห้องจัดแสดงไม่ว่าจะเป็นแบบถาวร หรือแบบหมุนเวียน เพื่อให้บริการแก่ผู้เข้าชม</p>	display archives	
	<p>Want Silpakorn University to support the archives work</p> <p>อยากให้มีมหาวิทยาลัยศิลปากรสนับสนุนงานจัดหมายเหตุ</p>	University support (recognition)	
	<p>In the future, want to improve the storage of documents, media, publications, audiovisual materials, would like to have a room for exhibiting whether it is permanent. or revolving to provide services to visitors</p> <p>อนาคตอยากให้มีการปรับปรุงพื้นที่ ในการจัดเก็บเอกสาร สื่อ สิ่งพิมพ์ โสตทัศนวัสดุ อยากให้มีห้องจัดแสดงไม่ว่าจะเป็นแบบถาวร หรือแบบหมุนเวียน เพื่อให้บริการแก่ผู้เข้าชม</p>	<p>Preservation space, Displaying space</p>	

## 2. Reflection on the Coding

The researcher found that some of the subject's answers show misunderstanding of the subject or were unclear, and the way that some respondents answered questions did not evenly align with others' perspectives, making it difficult to derive direct

conclusions. The answers also show subject bias. The research participants are all working on archival work, and as such they tend to provide what they estimate to be the preferred answer in relation to their work. When some respondents were asked to provide documentation as evidence of the objectives of their work, they did not provide, thus making it difficult to show what they would like to achieve in terms of financial support, staff, and space. The lack of further clarification maybe a result of conducting interviews via textual survey, which was chosen because a face-to-face interview was not allowed due to regulations during the COVID-19 pandemic. The researcher chose to use textual surveys over interview calls because the internet connection is not stable, which degrades the quality of conversation. In addition, Thai language is not the mother tongue of the researcher, so the researcher decided to proceed with textual interviews.

The answers of Question 14, regarding the output and impact of archival service, shows that the impact is overlooked since the operations plans show only outputs as indicators. As the matter of fact, every action has reaction. The reaction from the output is the outcome and the further results from the uncontrolled reaction is the impact. In the future, operations plan for the Archives should incorporate expected both outcomes and impacts in order to capture the university executive board's attention.

### **3. Thematic Map**

After coding is completed, all answers from the survey were processed to create a thematic analysis map. The six yellow rectangles show significant concepts relating to Silpakorn University Archives and its advocacy work. They include 'key person', 'archival work', 'collaboration', 'public relations', 'anticipation', and 'obstacles'.

The rounded rectangles show a keyword which is reflected from the interview. The orange rounded rectangles emphasize a keyword that tremendously affects university archival work. Most answers seem to be succinct, but the researcher noticed in some particular contexts that the answers are elaborate and repeated, thus seeming to indicate some kind of significance to the respondent, so the researcher highlighted them in orange. In terms of public relations, the archival work has focused on exhibition on four occasions: that is, King Rama VI Memorial Day, Prof.Pin Malakul

Memorial Day, Graduation ceremony, and University foundation day. According to respondents, the main obstacle to their advocacy work is insufficient funding, which leads to the lack of materials such as acid-free boxes and tools for preservation including the digital services. It could be surmised that the Silpakorn University Archives does not focus on collaboration with other organizations working within and adjacent to the archival field, both at the national and international level, since there was no indication of such collaborations in responses, hence no keyword was identified. Concerning key persons, all respondents answer that the operational direction of the Archives still is led by the former head of archival department — who is now within the Central Library organization — and their goal is to satisfy the biannual assessment. The biannual assessment is used to improve the information services by the Central Library. Discussing the concept of archival work reveals that the archival staff see their role as exclusively concerned with archives management, while overlooking how important the archives is to creating, developing and sustaining the university's identity. Last but not least, the archival staff foresee disruptions as a result of digital transition, as well as the legal issues that can have impact on maintaining personal archives, but they cannot address the needed changes at the moment as a result from the aforementioned obstacles with funding.





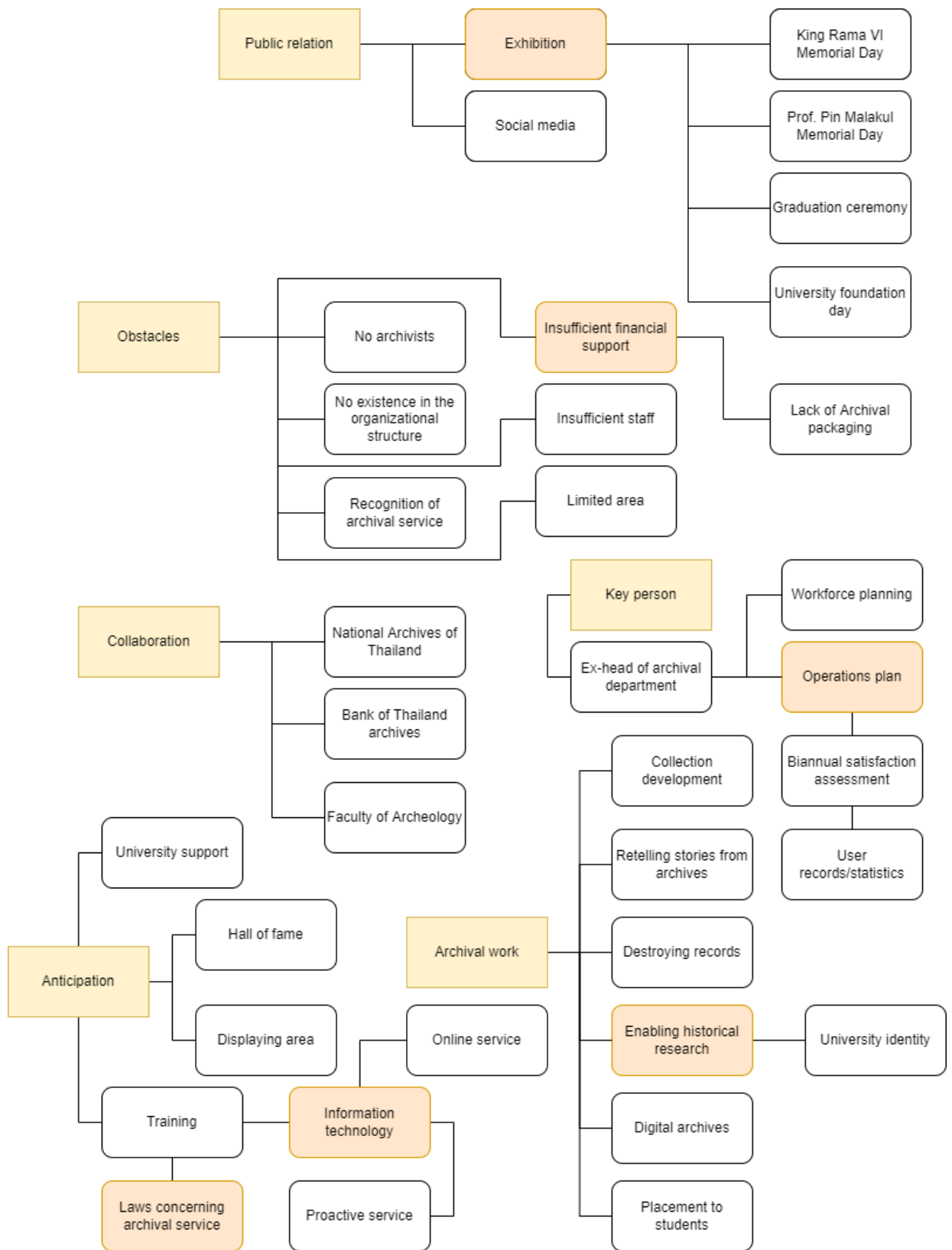


Figure 1 Thematic Map

The six concepts extracted from the textual interviews relate to the archival advocacy in three relations. Firstly, the inputs relation shows that the Silpakorn University Archives relies on one person, who was the head of archival department, currently the secretary assistant of the Central Library. The person commences project and activity plans for the archival work. In addition, the archival work has become less recognized within the greater institution since the department had been removed from the organizational structure. Although the work — such as collecting records from faculties and university administrative units — still exists, the university does not announce any policy to advance the archives particularly.

Secondly, the methods relation shows the current practices that the archivists adopt to gain awareness of the archives' existence and value. The archival staff attend trainings, seminars and conferences to generate a network for collaboration. They also promote the archives through exhibitions and social media such as Facebook. Although the exhibitions can draw great attention from visitors, the online impact seems low, based on the number of likes on Facebook.

Third, the objectives relation shows what the archival staff would like to achieve. The urgent objective is to overcome the obstacles that may harm the archives, for example the lack of knowledge and proper instruments to deal with physical and digital document deterioration. Another objective is to develop the archival work to better suit the digital environment.

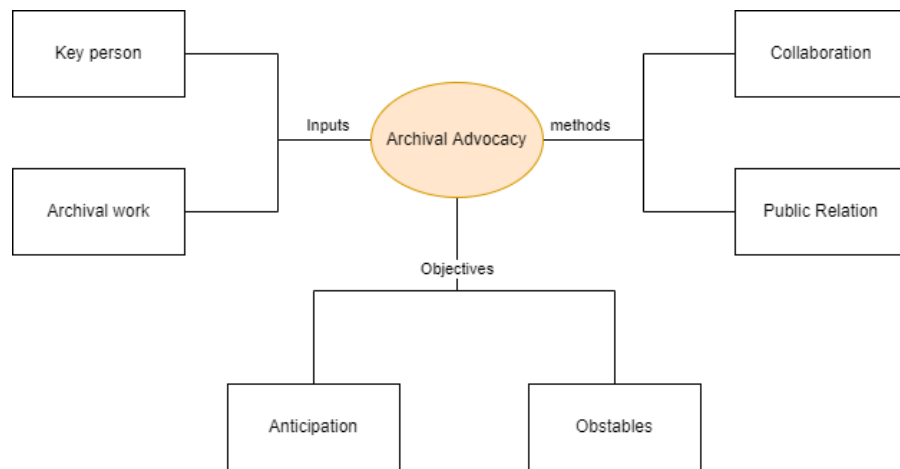


Figure 2 Thematic Relationship



## Chapter 5 Conclusion

To an executive board focused on juggling expenses and revenues, archival services tend to be seen as a redundant expenditure. However, this could not be a bigger misrepresentation of archives' roles. Their services offer a preservation of history, memory and identity of subject records, which indirectly support the primary mission of an organization in terms of public relations and building public recognition of an organization's image. Archival services are thus behind-the-scenes work that most people are likely to overlook, especially in Thailand. In this study, the researcher sets an assumption that archival advocacy could relieve most, if not all, problems identified in archival practices. Through many cases mentioned in Chapter Two, there are several applied forms of advocacy to cope with threats to archives, such as workforce insufficiency, records deterioration, and inadequate space. All in all, these threats root from tight budgets, which stem from misunderstandings of archives, namely negative attitudes that executive board members may develop, pushing an organization to trade historical records for a short-term profit.

The situation in Silpakorn University is not as severe as some reviewed cases. Although the archival department was terminated, archival work is ongoing and its staff retain their positions. The university also provides a budget to run archival work through the Central Library budget. However, these are stopgap measures that fail to offer any plan for sustaining and advancing the Archives in the future. The University has not issued any mission for archival work, even though it aims to comply with the government's document work regulation (or Rabiab Ngan Sarabun in Thai-ระเบียบงานสารบรรณ). Some units, such as Faculty of Archeology (ศศิณา ชูเมือง, 2020), have guidelines to manage document work, but some units have none. which violates the government regulation. Silpakorn University is supported by the government as a result the government regulations such as financial management and document management are applied. Rapeepatchai (2017) found that the graduate school (Taling Chan) suffered from three records management problems: the limitation of space for records

retention, difficulty in capture and retrieval, and records loss amid procedures. Under these limitations, the archival staff struggle to develop a collection of records.

## **1. Answers to the Research Questions**

### **1.1. The Current Situation of Silpakorn University Archives**

Silpakorn University has always offered its records and memory through the archival service. In terms of records management, the service includes collection development, legal records destruction, and access to historical records. To promote the Archives within and outside the university, the unit exhibits interesting items and accounts in its collections to promote some key historical events of the university. Archival services contribute to the educational services that the university provides, not only offering a placement opportunity for students to strengthen their recordkeeping skills, but also enabling historical research for historians and other students who may require it. When individuals are no longer around to recall a key moment, the preserved records shape the university's identity through the documentation and recollection of past significant events.

In the current organizational structure, the archival department has vanished, but the archival service remains under the Central Library. The archival staff have been transferred to be part of the Central Library as well. Although it seems the Archives has been secured, the lack of presence in the organizational structure means that it will be obscured from the university executive board since there is no specific policy for archival service and development. The former head of the archival department — currently a secretary assistant of the Central Library — is the key person who forms the Archives' annual operational plan. The Archives' most prominent use is in four yearly onsite exhibitions, which are King Rama VI Memorial Day, Prof. Pin Malakul Memorial Day, the graduation ceremony, and University Foundation day. Online public relations are conducted through social media such as Facebook. However, outreach activities seem limited, given there are a total of four members of the archival staff.

As a small service within the university, the Archives has a limited space for preservation purposes and cannot afford proper archival packaging such as acid-free

boxes. For example, they use mulberry paper instead of ready-to-use acid-free packaging, and as a result the process consumes more time and takes away from the staff's ability to perform other activities like outreach. The decisive obstacle for the Archives is insufficient financial support. With inadequate funding, the staff have to use more traditional archival methods that take more time, and have little room to expand into work that would allow them to accomplish more outreach and extend their reputation within the university. In addition, trainings that are considered essential for archives management globally, such as legal knowledge and technology, is unaffordable. In consequence, the level of development is too behind to cope with emerging digital documents that also require archival storage.

In addition, collaboration with other institutions seems limited. The Archives has connections with the National Archives of Thailand and Bank of Thailand Archives, which aims to share the knowledge, and Faculty of Archeology, which would be the user or supporter. This should be improved because a variety of organization could broaden the use of archives and strengthen the archival advocacy.

### **1.2. The Archival Advocacy in Silpakorn University Archives**

Silpakorn University Archives provides an excellent service according to the result of the biannual assessment. The results mean that its users are impressed and satisfied with what they receive from the Archives. The Archives has succeeded in conducting public activities such as exhibitions to present valuable records to the public. However, it stands to wonder if the public sees these exhibitions as the part of archival service or the Central Library, where the Archives have been relegated due to budget cuts.

To apply the archival advocacy in Silpakorn University Archives, objectives must be set in the first step. It seems that the Archives' urgent goal is to regain departmental status in the organizational structure. To achieve this goal, its service has to demonstrate the value of its records preservation and public relations to the university executive board, showing how the Archives support the university missions. Based on the textual interview data, there are hardly any concrete evidence to show that the archival service can do more than recordkeeping and educational support.

Concerning public engagement, the four annual exhibitions can only draw the same group of visitors, and the nature of these events has a short impact to the university. To develop archival advocacy, the archival staff should start by considering how many university members know the archival services and their significance. If too few members of the university body know and realize the significance of the service, the archival staff need to create some activities to engage them.

The table below shows a comparison between advocacy practices in the examples and in the Silpakorn University Archives.

*Table 24 SUA Practice*

	<b>Problem/Need</b>	<b>Institutional type</b>	<b>Advocacy approach</b>	<b>Advocacy methods</b>	<b>SUA Practice</b>
<b>DUASC (Canada)</b>	Low attention and limited resources	Private	Outreach	<ul style="list-style-type: none"> <li>○ improving the archival work quality</li> <li>○ applying for fund</li> <li>○ collaboration</li> <li>○ public relations</li> </ul>	Applicable
<b>Georgia Archives (USA)</b>	Lack of budget and threat of shutting down	Public	Inreach and outreach	<ul style="list-style-type: none"> <li>○ political advocacy</li> <li>○ collaboration</li> <li>○ public relations</li> </ul>	Not applicable
<b>South Africa Public Archives(s)</b>	Low profile and limited resources	Public	Inreach and outreach	<ul style="list-style-type: none"> <li>○ political advocacy</li> <li>○ improving the archival work quality</li> </ul>	Not applicable

				o collaboration	
<b>Many Corporate Archives (USA)</b>	Lack of budget, constant changes to business environment, and underreporting	Private	Inreach	o providing proactive service	Applicable

All the archival institutions in the examples given in the literature review and the Silpakorn University Archives face the same main challenge, the insufficient funding. The reason for the low funding lies in the fact that the sponsors of the archives - the parent organizations - do not yet understand and recognize the importance of the Archives. Each institution has sought to use a variety of approaches, such as requesting additional funding, and has also employed strategies to persuade approvers in addition to the proposal. However, the activities of the Silpakorn University Archives that are considered to be advocacy activities, such as exhibitions, do not seem to be significantly intended to communicate the added value of the archives to the parent organization. If not, despite the intention to influence the parent body, the results may not seem to be very effective. The message is a general task that the Archives does on a regular basis, with no impact on the new decisions or needs of the Archives that need to be addressed. Although the exhibitions were confirmed as a success by the staff of the Archives and a large number of exhibitors used them, there were still shortcomings in the Archives, especially due to limited funding. However, every effort made by archival staff to make any archival work successful or achievable is part of advocacy.



Depending on the type of institution, the approach to advocacy may be a little different. Public archives, such as Georgia Archives, rely on public support to achieve their goals, which leads to public outreach. Private archives are usually only able to serve the parent organization, so most of their advocacy is limited to inreach activities, corporate archives exclusively serve the benefit of their parent company, as their parent companies are income-oriented. It can be said that this is based on the purpose of each archives, with public archives serving the public and private archives being beholden to their parent organizations. However, in the case of DUASC, the purpose of the publication referred to by the researcher is to build the strong infrastructure and reputation of the archives. Therefore, the political approach of obtaining additional funding from the parent organization is not mentioned. At the South Africa Public Archives, the purpose of the article was to mention how collaboration can help raise the profile of the archives. Therefore, political advocacy was not elaborated on, although it was mentioned that the archives partner helped the archives convince legislators to act in line with the archives' goals. At Silpakorn University, the biggest problem was the limited funds for much-needed archival work; the Archives simply asked for additional funding. Unfortunately, there was no further political advocacy to persuade the parent organization to fund the Archives.

An important aspect of the advocacy approach is improving the quality of archival work. In advocating for archives, improving the archival work, starting from the basic functions of the archives, essentially improving the services that the archives can provide. Therefore, a good service must be provided before the archives has a chance to increase its value to gain support. Aside from focusing on archival work, public relations are done when archives need to provide information about their problems in order to raise awareness and bring the concerns of this important institution to the attention of a broader public. In the case of private archives, public relations are also undertaken when the archives can help the parent organization enhance its reputation or usefulness. Then it comes the collaboration. Collaboration can occur when archives need the help of their partners or supporters in normal archival work or advocacy processes.

After comparing all of the case studies and the case of the SUA, the researchers determined that there are advocacy practices that could benefit the SUA. The first case study, DUASC, and the fourth case study, Corporate Archives, are representative cases for the Archives to follow.

Archives are only valuable if they can be traced directly back to the parent organizations. The customers of private archives are, of course, mostly individuals who are only associated with the archives. Therefore, it is absolutely necessary to provide benefits to the parent organizations just like the case of DUASC, such as contacting new students of the university by disseminating popular archival documents that help with the university good reputation, assisting students in research, organizing events, and document management consultant for parent organization or other valuable organizations. In addition, the archivists who are the archival documents specialists can also act as researchers for the parent organization like in the case of Corporate when the need of the archival documents information was in urgent and too difficult for the individuals within the parent organization to gather by themselves. SUA staff have experience in organizing events such as exhibitions, so the role of event organizer should be highlighted as an important factor in raising the profile of the Archives. Archives staff can also take a more active role in supporting research or become researchers themselves when information from their archival documents is needed.

In addition to the question of what kind of services the SUA should prefer to offer, the staff also need to figure out how to approach their customers. Just as in the case of Corporate Archives, archives staff need to be more proactive in getting people to use their services. Proactive services mean making services available to people before they even realize they need them or will need them. The Archives can invite influential people to visit and provide them with well-prepared archival documents or materials that have captured their interest. It is also important to get to know the influential people and their interests so that archives staff can build a good relationship and get them to support the archives. Dissemination of content that promotes the reputation of the university should also be done through social media

platforms since they are where people get engage with the information that has been circulated.

Everything depends on the improvement of archival work, such as at DUASC a complete collection of archival documents and the establishment of electronic systems to organize and provide services and archivist helps guide user on how to use the collection, etc. The SU staff can do these things with the resources it already has and try to adjust the quality of the work especially with the digitalization of their archival documents. The Archives should be able to prove their value by highlighting as much as possible the good standards services and achievements of their archival documents and archivists.

However, it is still difficult for the Archives staff to advocate for the archive's needs and to manage the immense basic work with the small staff. The researcher suggests that the Archives could undertake projects based on a partnership with the Archives and Cultural Heritage Management program, where students could learn about archival work as interns and the Archives could also attract more staff to the work. Silpakorn University is the only university that offers a degree in archival management. The university archive welcome outsiders to study its work but it has no activity to promote the service to the current students. The increasing number of users would be a bargain in exchange for the university support. During the first year students' tour of the university, the Archives can also participate in the tour program. To do this, the Archives should prepare a rationale for why the Archives could help attract students to the university during this time.

Silpakorn University Archives cannot apply the case of Georgia Archives and South Africa Public Archives since they are relating to an outside organization power. In addition, the collaboration seems to be a weakness. The purpose of collaboration is not only to support the basic work of the archives, but also to encourage partners to advocate on behalf of the archives. In the second and fourth cases, the results of their advocacy work are largely borne by supporters and other partners. For Silpakorn University Archives, the users seem to be limited which is a drawback to create a

collaboration with new partners. The more partners means the more opportunity to have supporters.

Similarly, in the practice of public relations, archives at private institutions do not rely entirely on public assistance. University archives are not primarily created for the benefit of the general public, but for the benefit of the parent body. Moreover, SUA has not had the experience of asking the public for help. It would be suggested that Silpakorn University Archives should focus on inreach activities to raise the awareness of archival value in the university and then, if possible, exercise outreach activities to raise the public awareness.

### **2. The Importance of the Research**

This research shows investigation into the status and operation of the Silpakorn University Archives to elaborate the obstacles to its archival services and their likelihood of sustaining into the future. The thematic map, created by the study in a systematic way, would help make a strategic plan to cope with issues related to the archival advocacy. The study also identifies the risk to historical records and the management, which is insufficient funding. The results obtained can also be used as information for the management of the Silpakorn University Archives to make policies.

### **3. Future study**

The survey on Silpakorn University Archives shows many factors that need some actions to mitigate the loss of records preservation. The study reveals many methods used in international archives to cope with different kinds of problems. Future study could focus on the level of success after the archival service at Silpakorn University follows suit. The researcher suggests another topic that the next study should focus on the impact of inreach activities on the work of the Silpakorn University Archives.



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