



ARIZONA HISTORICAL SOCIETY

SWOT

Survey 2022

Summary

BY DR. DAVID BREECKNER
MAY 23, 2022

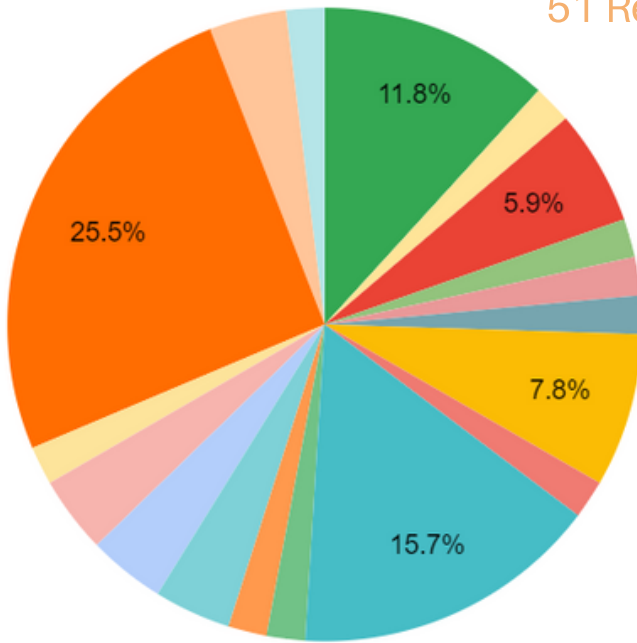


Greatest Strength

Serving AHS

Total

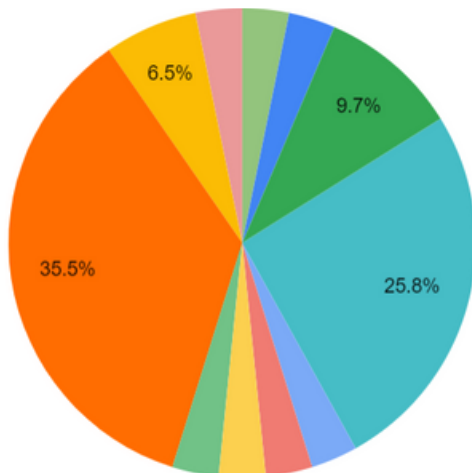
51 Responses



- Staff Expertise & Energy
- Libraries and Archives Services

Staff and Board

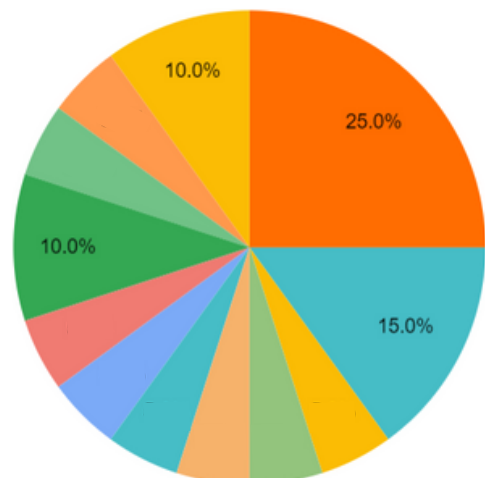
31 Responses



- Staff Expertise & Energy
- Libraries and Archives Services

Chapters and Support Members

20 Responses



- AAM Accreditation
- Collections Care and Management



Summary

WHAT DO THESE RESULTS TELL US?

- **Greatest Strength**

- Internally, the expertise of staff and successes of the AHS library and archives are the organization's greatest strength. Both these aspects are public-facing.
- Externally, AAM Accreditation is recognized as a significant accomplishment and leverageable resource. The place of AHS as a trusted repository and steward, with extensive and valuable collections, is also seen.

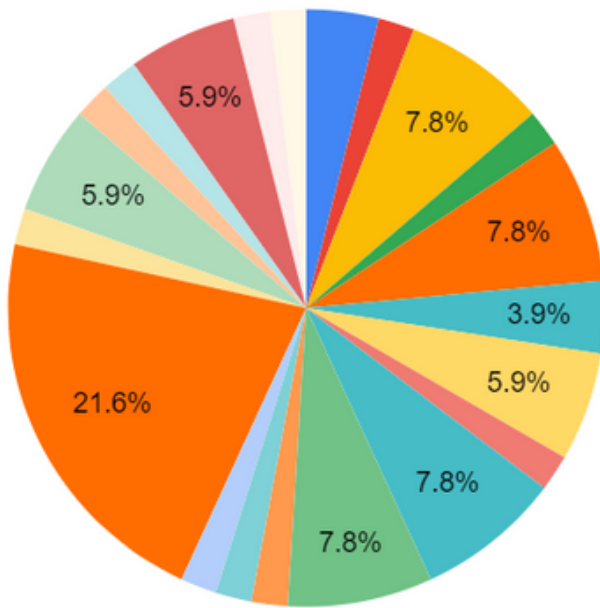


Greatest Weakness

Serving AHS

Total

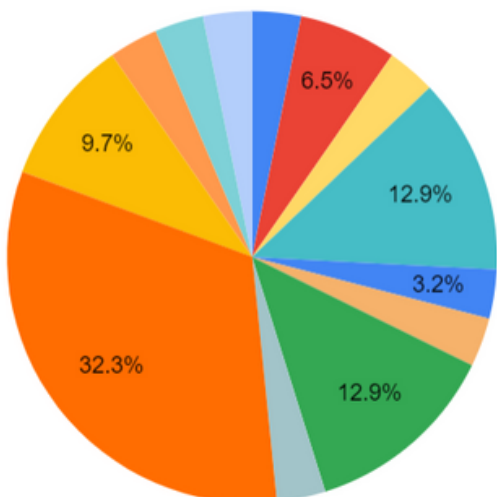
51 Responses



- Operating Budget
- Internal Communication & Cohesion
- Community & Support Groups
- Donor Solicitation
- Legislative Presence & Support

Staff and Board

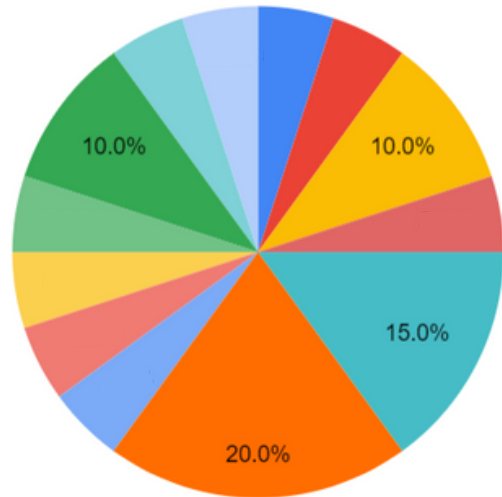
31 Responses



- Operating Budget
- Donor Solicitation
- Internal Communication

Chapters and Support Members

20 Responses



- Legislative Presence & Support
- Financial Management



Summary

WHAT DO THESE RESULTS TELL US?

- **Greatest Weakness**

- Internally, the operating budget is recognized as a weakness due to the limited support it provides to staff and operations. AHS is not believed to be successful in its development of donors.
- Externally, support from the State legislature is recognized as lacking, and there is concern over the transparency and financial practices of AHS.
- In consensus, it is felt that AHS is fractured in its team management and unclear in its communications, is disconnected from or does not leverage its community resources and partners, and is ineffective in its outreach and solicitation among donors and the State legislature.

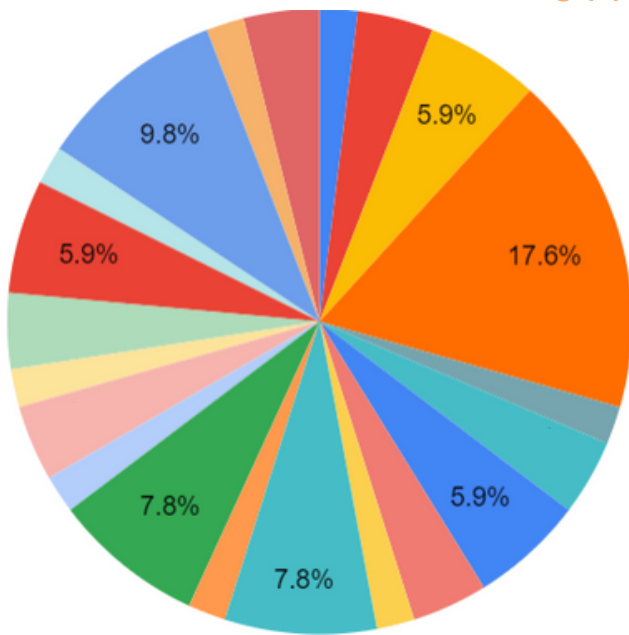


Greatest Opportunity

Serving AHS

Total

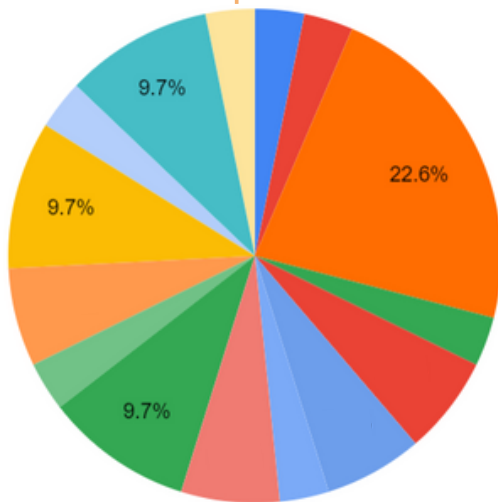
51 Responses



- Community Outreach
- Staff Expertise & Energy

Staff and Board

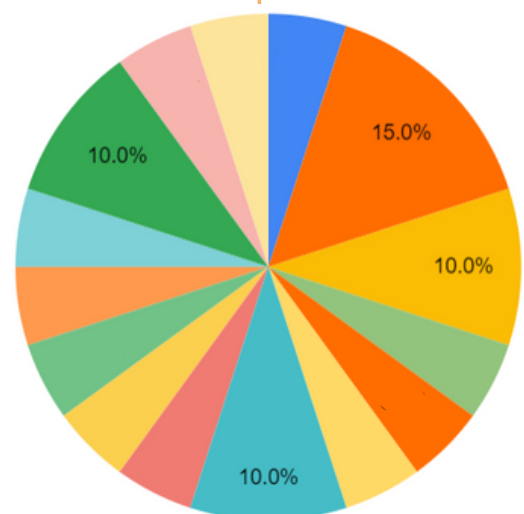
31 Responses



- Community Outreach
- Staff Expertise & Energy / Marketing
- Representation of Diverse Perspectives

Chapters and Support Members

20 Responses



- Community & Support Groups
- Legislative Presence & Support
- Staff Expertise / Community Outreach



Summary

WHAT DO THESE RESULTS TELL US?

- **Greatest Opportunity**

- Internally, AHS staff/Board are in alignment with external perspectives. DEI is an area for continued growth, which will result in greater community participation and buy-in.
- Externally, Chapters/Support Groups are in alignment with internal perspectives. Creating support among the State legislature is identified as a key opportunity.
- In consensus, engagement with the community is identified as a significant but underdeveloped resource. This includes both general engagement as well as directed efforts with Support Groups and regional partners. The expertise of AHS staff is also a significant resource whose skills have not been fully utilized or permitted for inclusion.

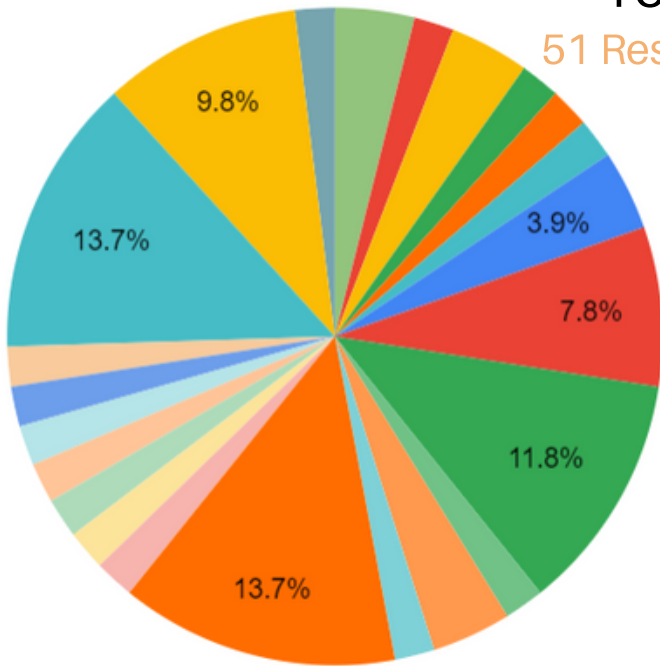


Greatest Threat

Serving AHS

Total

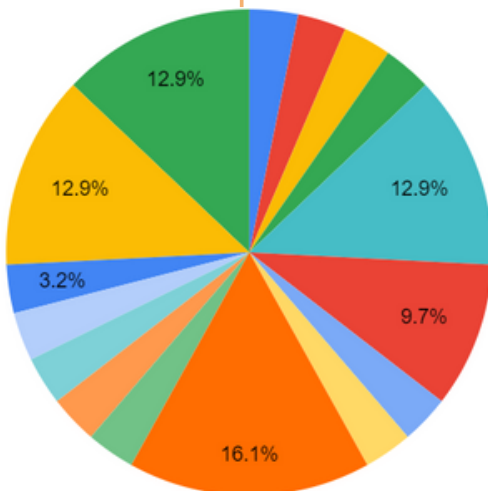
51 Responses



- Operating Budget
- Staff Recruitment
- Legislative Presence & Support

Staff and Board

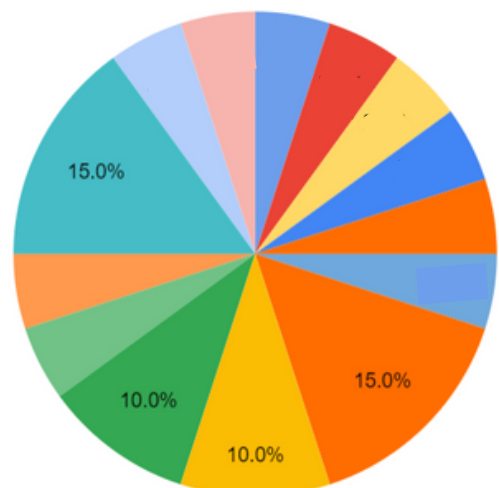
31 Responses



- Operating Budget
- Internal Communication & Cohesion
- State Agency status

Chapters and Support Members

20 Responses



- Legislative Presence & Support
- Staff Recruitment
- Operating Budget



Summary

WHAT DO THESE RESULTS TELL US?

- **Greatest Threat**

- Internally, internal communication and cohesion among staff and leadership is recognized as a divisive threat that prevents adequate leveraging of staff expertise and institutional resources.
- Externally, Chapters/Support Groups are in alignment with the aggregate total perspectives.
- In consensus, the budget of AHS is recognized as a significant threat to its operational capacity and sustainability. It is too small to support state-wide activities and does not support personnel or allow for the recruitment of needed talent. Awareness and support from the State legislature is lacking and a threat to the organization's status and funding as a State agency.



Methodology

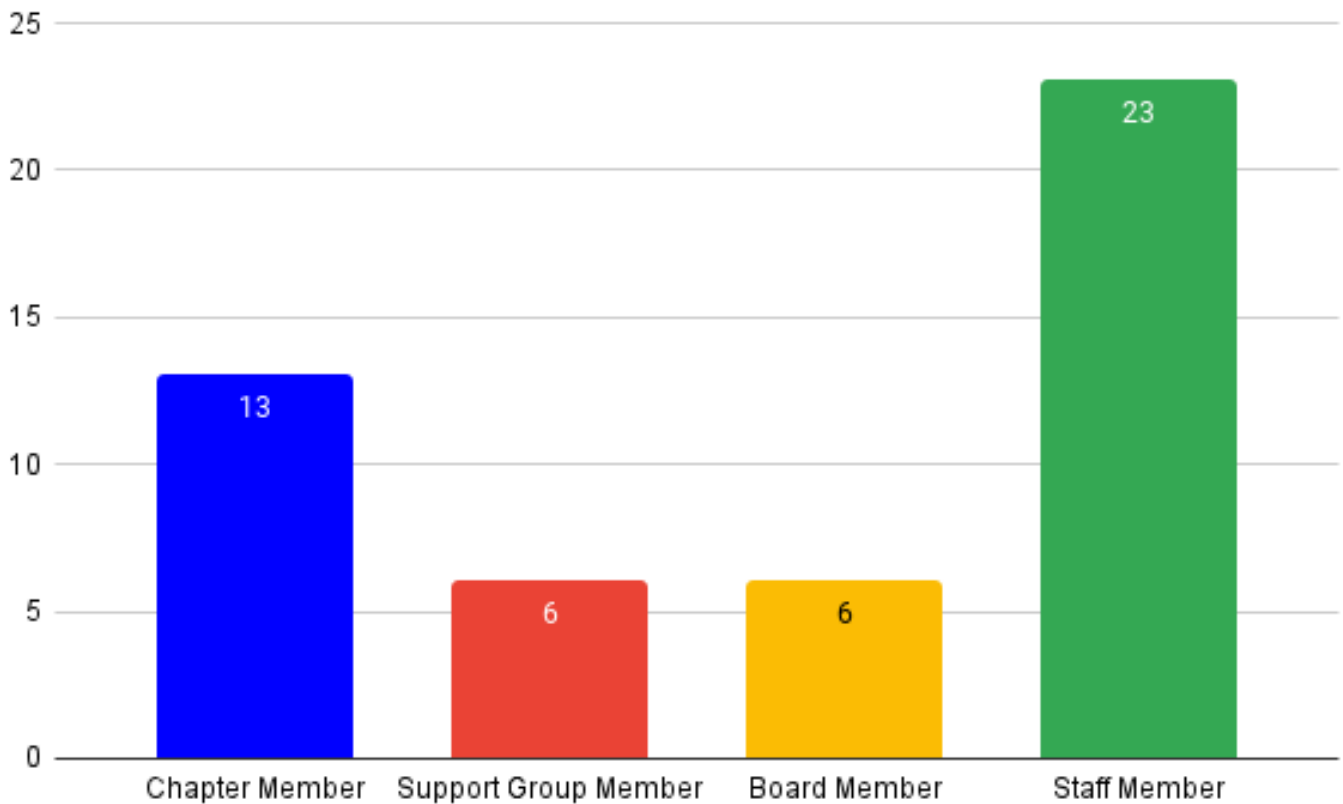
WHAT WAS CONSIDERED, WHO WAS INCLUDED, AND HOW WAS THIS DATA UTILIZED?

- This survey was issued as two separate surveys. One was issued to all AHS staff and State Board members. Another was distributed to all AHS Chapter Boards and contracted Support Groups. Participation was not even, with a greater response rate among AHS staff and State Board members.
- The ratio of Staff/Board and Chapters/Support Groups was 3:2, yielding results in the "Total" column that are slightly skewed toward those with a deeper understanding of internal operations.
- Interpretation and manipulation of this data was limited by both the physical structure of the survey (how the survey could be constructed, types of questions that could be asked) and how the data was recorded (database management).



Methodology

RESPONSE RATE





Methodology

RESPONSE RATE

