



Legitimacy as a Measure of Social Value

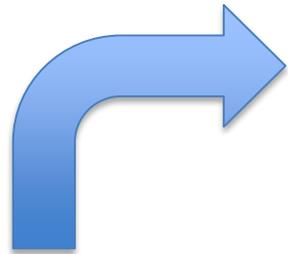
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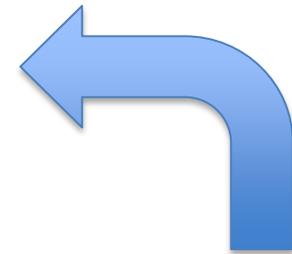
“Perception that an entity’s actions are desirable within some socially constructed system”

Legitimacy: *Units of Analysis*

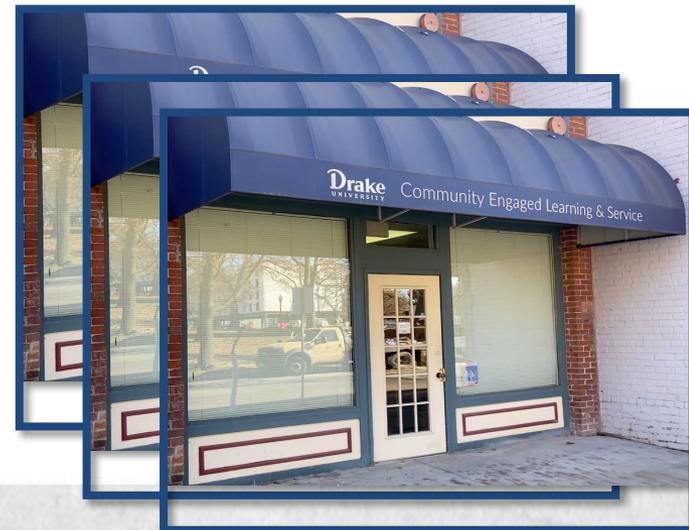
Organization



Internal



External



Legitimacy: *Measure of Social Value*

***Social
Action***

Organization

**External
Units**

**Internal
Units**

Idealized



Ideals

Principles

Values

Realized



Beliefs

Standards

Practices

Legitimacy \cong [Organization; External; Internal]

Organization: *Drake University*

Ideals: *Together we transform lives and strengthen communities*

Beliefs:

- *Community Engagement*
- *Global & Cultural Awareness*
- *Diversity Equity & Inclusion*

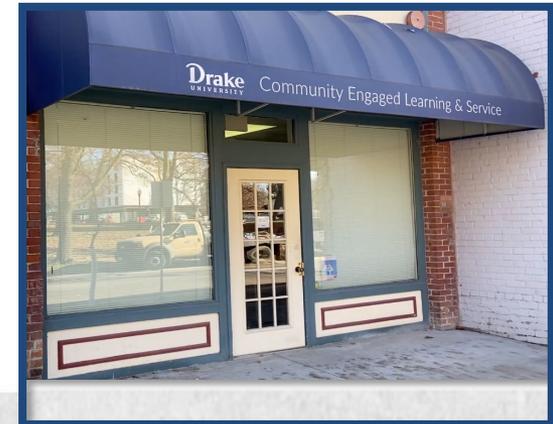


External Unit – *Office of Equity & Inclusion*

Principles: *Redressing historic injustices that marginalize members of specific groups*

Standards:

- *Equitable & Respectful Treatment*
- *Recruitment & Retention of Diversity*
- *Nurturing of differences & unique identities*



Internal Unit: *Cowles Library*

Normative Values

- Solve critical social problems through education and taking positions on current critical issues

Normative Practices

- Information Literacy: *Acknowledge biases that privilege some authority in terms of gender, sexual & cultural orientation*



Legitimacy: *Strategic Application*

- Increased capacity to advocate for resources
 - *Training*
 - *Access to expertise*
 - *Membership on resource allocation committees*
 - *Inclusion on resource allocations*

Assessment Institute 2020 -- Notes

Must be practical

Legitimacy as a Measure of Social Value This program seeks to improve your ability to advocate for the resources tied to the realization of your institution's social mission.

Building upon a practical application of organizational theories of legitimacy, attendees will leave with a working knowledge of a valid and reliable measure for defining the social value of their services.

In particular, units or offices whose services center on issues of social justice, such as Community Engagement, Diversity Equity and Inclusion, or the Library, will benefit from this measure's ability to better communicate and advocate for the resources required to support your unit's production of social value.

Cameron Tuai, Drake University Cowles Library Presentation Type: 30-Minute Concurrent Session Audience Level: Intermediate Primary Track: Assessment Methods (AM)

Theory

Legitimacy, its elements, and the relationship between those elements

1. My research question starts with being perplexed on how libraries during the Great Depression advocated for their budgets before the widespread adoption of for-profit measures of value (how value is defined) and the associated assessment instruments (quantification of the defined value).
2. Organizational theory suggests that institutions that produce services in which the primary benefit accrues to a community in the form of the common good, advocate for their services through the development of legitimacy
3. Legitimacy is the "perception that an institutes actions are desirable within the communities they serve"
4. The greater the degree to which your community believes that the services of your unit are desirable, the greater your capacity to successfully advocate for the resources to sustain and grow those services
5. Which begs two practical questions:
 - How do we **strategically** manage our legitimacy?
 - How do we **communicate** that legitimacy in a manner that improves our capacity to advocate for resources?

6. Organizational theory recognizes three units of analysis of import within the concept of legitimacy
 - The organizational unit whose legitimacy is being managed
 - *Your unit as a member of a larger organization*
 - The unit who assign legitimacy
 - *The other units that constitute the larger organization*
 - The organization that assigns resources
 - *Your unit and other units through which the larger organization is constructed*
 - *Often represented through administrative units such as the Office of the Provost or boards*

7. How do we begin to manage the three units of analysis
 - Once again organizational theory suggests that legitimacy is formed through two social actions
 - The action used to create the service
 - The intent behind the service produced (*which hopefully proceeds the service*)

8. Organizational and management theory gives these action and intention different names depending upon the unit of analysis
 - For unit whose legitimacy is being managed and grown
 - The intention is called - Values
 - The action - Practice
 - For units external to the target unit
 - The intention is called - Principles
 - The action - Standards
 - For the organization formed by the units
 - The intention is called -- Ideals
 - The action - Beliefs

9. Legitimacy is positively related to the fit between these elements.
 - The greater the fit between these elements the greater the legitimacy afforded

Application

Strategically manage legitimacy for the purpose of improving capacity to advocate for resources by identifying the intentions and actions of community import, then communicating your units support of those intentions and actions in recognized language

1. What are the ideals and beliefs of the University
 - a. Ideals -- Mission, vision, purpose... statements
 - b. Beliefs -- How does the University seek to realize its ideals
 - i. What is a common theme senior administrators (President, Provost) mention in their external communications (Alumni, Convocation, Annual Reports, Boards)
 - ii. What units are seeing funding increases (Lines, infrastructure)
2. What are the principles and standards of external units of strategic import
 - a. Identify external units of strategic import by their growth in resource allocation
 - b. Work with unit to document its principles
 - i. How does the unit external communicate its values
 - c. Work with the unit to document the standards through which it demonstrates the realization of its principles
3. What are your unit's normative values and practices that best align with strategic principles and standards of strategic external units respectively
 - a. Values can include concepts such as intellectual freedom
 - b. Practices can include services such as information literacy
4. Draw upon strategically important unit's principles and standards to inform the language to communicate your unit's normative values and practices
 - a. Alignment between the Office of Equity and Inclusion principles and standards and values and practices of critical information literacy
5. Legitimacy creates self-reinforcing networks that increase all unit's capacity to attract resources. This capacity manifests both directly and indirectly
 1. Training from external unit
 2. Placement on resource allocation based committees
 3. Reflection in external reports