Society of American Archivists
Council Meeting
May 15 – 17, 2013
Chicago, Illinois

DRAFT Strategic Plan, 2013 – 2018
Member Comments Received April 9 – April 23, 2013

Call for Comments

The following draft reflects the work of the SAA Council, beginning at its January 2013 meeting, in reimagining SAA's strategic plan. Included here are an all-new Vision Statement, a revised Mission Statement, and suggested Goals and Strategies to address the opportunities and challenges that exist for archives, archivists, and SAA in the next five years.

The SAA Council welcomes member comments on the "high-level" aspects of the draft Strategic Plan 2013 – 2018, i.e, Vision and Mission statements, Goals, and Strategies. Does the draft plan reflect what you see as SAA's highest priorities? Do you have other ideas for goals and strategies to meet future needs?

Ultimately the Strategic Plan 2013-2018 will include tactics, activities, key performance indicators, task assignments, and timelines that will allow us to measure our progress toward meeting the goals. To assist members in interpreting the draft goals and strategies, the attached document [URL] includes some examples of possible tactics and activities.

*The Council will consider at its May 15-17 meeting all **member comments received by Tuesday, April 23.** There will be another opportunity to comment on a draft following that meeting and at a Forum to be held at the Joint Annual Meeting in New Orleans on Thursday, August 15.*

To comment:
- *Click "Add a Comment" at the bottom of this page OR*
- *Complete the form at [URL] OR*
- *Send an email message to saahq@archivists.org or OR*
- *Respond via SAA President Jackie Dooley's blog at http://offtherecord.archivists.org OR*
- *Comment via Facebook (https://www.facebook.com/archivists) or Twitter (#saastratplan).*

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GENERAL COMMENTS:

COMMENTS ON NEW STRATEGIC PLAN: I am rather astonished that diversity has not only dropped from a major goal to a sub-effort, but seems to have been grossly misplaced as well--misplaced to the extent that it is likely to suffer from neglect. Diversity of membership is not a matter of advocating for archives but of either advancing the field (by making its practitioners as diverse as the material they seek to acquire) or meeting members' needs (I would argue we need (whether we know it or not) diverse colleagues to fully realize ourselves as professionals. In addition, somewhere between advocating for archives (articulating value) and advancing the field (particularly collaboration) comes something different and difficult to capture. It is the arena of ideas and actions which archivists promote not for self-aggrandizement and not necessarily in collaboration, but for the good of society--regardless of whether society fully realizes that its benefactors are archivists. Intellectual property is one illustration of this arena, so is advocating for openness in government. These are issues where it does not (should not) matter that we get credit as archivists--our efforts are not truly selfless, in that what we support assists archivists as well as society, but it is more important that good orphan works legislation is passed than that the archivists' role in such legislation be widely known. Finally, at least for now, what happened to "the stuff"? There seems to be nothing about improving and expanding the historical record we acquire, preserve, organize, and make accessible to users. How did THAT disappear from the radar screen? Thank you for considering these comments. [Mark Greene, Web, 4/9/13]

Thank you for all of your work on the draft plan, and for providing so many opportunities for member feedback. I hope non-members will be provided with an opportunity to offer feedback, as well.
[Brittany Turner, Web, 4/9/13]

FIRST, THANKS TO THE COMMITTEE: First, thanks to the committee for all their work on this. We all know how arduous strategic planning work can be, so I think they deserve a round of applause for having done this so quickly. Perhaps this is implied in some of the sections, but I feel as though students and universities have gotten a bit of short shrift here. While the document talks about professional development and continuing education, is there also an effort to help MLIS programs with archives concentrations develop more robust and cutting edge curricula? Not necessarily rising to the level of accreditation, which I understand has been rejected in the past, but at least some sort of collaborative effort to ensure that graduates are ready for the workplace. Point being, it's difficult to talk about the future of the organization without addressing those who are preparing to enter the profession.
I would add to the discussion about diversity that this is an issue that comes up in every field that archives intersect with. As such, I would argue that any diversity efforts should be born from collaboration with organizations such as ALA and AHA. If we want to make these ideas stick, it will help to all be on the same page. [Sammidown, Web, 4/10/13]

WHERE IS DIVERSITY? The blatant ommission of DIVERSITY as a key piece of this draft strategic plan document warrants an explanation from Council and the SAA President. If the #2 Strategic Priority from 3 years ago cannot get more than a sub category in this new document then some might take it as confirmation that SAA is comfortable with its actions on the issue over the past three years and is ready to move on to other issues. Is that the case? Also if our only "possible tactics" and "possible specific activities" for addressing and advocating for Diversity end at more scholarships and case studies then in my opinion we are not serious about diversity at all. Where are the big and bold ideas? I do not think this document is ready for member comments. [Bergis Jules, Web, 4/10/13]

MORE DIVERSITY: Echoing Mark's comments, I'd like to see more of a commitment to agitating to hire a more diverse workforce. Some action plans would be to determine how diverse the profession is according to a number of factors (gender, race, sexuality, etc.) in order to establish a ratiional baseline, raising more money for professional development for these underrepresented groups, and bothering ILS schools about accepting a diverse student body. I'm particularly interested to see how these characteristics translate to leadership positions, as anecdotally I find the profession to be pretty diverse related to entry-level positions, but I'm curious to see how diverse it is for those who call the shots. Excellent effort otherwise, though. I know it's tough to reach consensus on these matters [Jordon Steele, Web, 4/10/13]

GOALS COMMENTS AND ORDER: SAA is a learned society and professional association chiefly. These goals are worthwhile but somewhat upside down if one were to assume primacy by placement. The creation and dissemination of knowledge of a separately delineated field and enhancing the professional capacity of members of that field ought to be the top goals. Any social goals, regarding the profession's status and makeup, employing repositories responsibilities and funding, or the public's use and knowledge of archives are noble but more secondary endeavors which will largely percolate from achieving sucess in strengthening members' professional knowledge and capacities. The Goal Statement titles are excellent, actionable, and well subtitled. Without nitpicking the semantics of each goal substatement, I would simply reorder the hierarchy in this order: 3, 4, 2, 1. [MyNameIs, Web, 4/11/13]

MORE THAN 2 CENTS: Overall, general concerns: To me there are three aspects of the strategic plan that I hope will receive significantly more attention in future revisions: diversity, employment issues, and graduate-level archival education. As discussed on Twitter and other avenues, many of these issues are linked. I'm very concerned that diversity has not received more attention in this draft (especially when it is part of the revised mission statement), and that employment issues and graduate-level education are conspicuously absent from this draft. Many employment issues are experienced acutely by new archives professionals. Those that immediately come to mind are what I see as the adjuntification of the profession (i.e. the rise of project archivist and temporary positions dependent on grant cycles), the number of archivists with professional credentials stuck in paraprofessional positions, and the woeful number of unemployed archivists. Just under a quarter of SAA's membership is composed of student members (http://www2.archivists.org/sites/all/files/0812-1-III-C-Students.pdf). It would behoove SAA to more actively address the issues of diversity, employment concerns, and graduate education, given that students are a large constituency. [Eira Tansey, Web, 4/16/13]

DIGITAL CONTENT: Given the incredible impact on the majority of the SAA membership of the shift to digital content, as evidenced by the recent survey, I am surprised it is not even mentioned in the goals. I personally think it should be one of the primary goals to address in the coming year: how to support SAA members in their challenge of accessioning, management, curating, and making accessible digital content, whether born-digital or digitized. This is impacting almost every section and roundtable. It's an immense problem, and we need a coordinated approach to addressing the concerns involved.
For diversity, I might suggest you expand your definition to include people trained in digital forensics, computer programming and engineering, digital librarians, and others who need to be involved in SAA to help move this organization into the realm that is capable of handling the archives of content being created today. [Jody DeRidder, Web, 4/12/13]

STRATEGIC PLAN: Thanks to all who worked so hard at pulling this together. Been there, done that, and it is always a challenge. It will surely carry us forward, I would only agree with the comments on

diversity. I know we all work on it in our own organizations, would be good to have it recognized in our planning document
[Jeanette Fettig, Web, 4/15/13]

SMALL .02: I think the order of the goals seem appropriate to shaping what SAA should be and should do. Though some members want SAA to focus on the needs of individuals, but I really think SAA can serve us better by promoting the field and providing all of us with chances to participate in continuing education. Fostering the growth of the field, and working to help us all gain more respect from society as a whole, will do far more to expand our pool of archivists (and therefore the diversity of the field) than singular missions. Continuing education is also important (I include the journal and magazine in this), and providing workshops and <u>more scholarships</u> for these workshops will go a long way towards making sure archivists and records managers from a variety of organizations can continue to improve themselves, and by extension their organization and our field. I think someone also mentioned in another comment that much of the education outreach and most of the scholarships focus solely on graduate level students, and that this should change. I agree with this - raising awareness about archives/RM as a career at the undergraduate level could go a long way towards infusing the profession with some new blood. [L.P. Zaborowski, Web, 4/16/13]

SHOULD WE AIM HIGHER? I absolutely don't envy Council the task of putting together a fresh strategic plan. It's incredibly daunting to develop a vision for the next five years of an organization and they are to be absolutely commended for getting the ball rolling on it. That said, my first reaction upon reading this was, "Blah." While the goals themselves are perfectly unobjectionable, there's nothing here that gets me excited about the future of my profession or my professional organization. This starts with the rather bland vision statement and continues through the tactics and activities to achieve the goals themselves. It seems very much a stay the course type of vision for the organization, and one almost wholly focused on sustaining it. Maybe that's the intent, maybe Council is telling us that we can't do more than this, but I do find it disappointing.
In the preface to the Strategic Priorities document distributed in 2010, then-SAA President Peter Gottlieb characterized the plan as ambitious, aiming high, a fresh look. While people may have varying opinions on whether or not it actually was that, it certainly appears to have been Council's intent at the time. I don't see any suggestion in this draft that aiming high or thinking big is a motivating force. Granted, this is just the high level plan, and much more detail and focus will come later, but still, isn't it more typical to start high and then come to a compromise, rather than the other way around?
Here are some things that would get me excited: commitment to advocating not just for ourselves and our institutions, but also for segments of society that need it in regard to records issues; commitment to tackling employment issues for archivists, including salaries and work conditions; commitment to improving graduate education as well as continuing education; commitment to a diverse workforce and collections; commitment to being leaders in our areas of expertise, not just participants; maybe even commitment to leading the transformation of our profession, since that is surely going to happen in the next decade, whether we like it or not. I do love some of the suggestions in the comments here for ways some of these things can be done, including providing a collaboration space to provide opportunities for learning that go beyond one-time workshops; I'm hopeful that there will be lots to mine from this public comment period.
Again, I very much appreciate Council's efforts and I hope that these comments will be seen as a nudge to think bigger, rather than a wish to throw cold water on the whole process. Thank you for taking on this unenviable task. I look forward to seeing future drafts and how the discussion takes shape.
[Christine DiBella, Web, 4/17/13]

GOOD START: Council friends and SAA Staff: congratulations on making such a good start on a new SAA strategic plan. This is neither easy work nor very often immediately rewarding, but it is so important for helping steer SAA's efforts. Kudos to all of you.

I like the mission statement. The vision statement sounds more like a simple expository declaration than a projection of what SAA could be in an ideal future. I think I understand what it says, but it may need some editing to make it clearer as a vision.

Given my own interests in archives, I'm of course happy to see advocacy as the very first goal. However, this draft reminds me how very difficult it is for SAA to make much difference in the general public's understanding of archives, without a very patient, long-term, and extremely well-funded effort. Is it worth all those resources? I think the objectives 1.2 and 1.3 are highly important and more achievable.

I am disappointed that diversity in this draft seems to have declined in importance (it's no longer a separate goal) and to have narrowed to the scholarship program (though the Mosaic scholarships are important in their own right). Also, how does diversity belong within the advocacy goal? I know that Council will discuss diversity a greater length, and I hope that it does not end up signalling members that it is lowering SAA's long priority on that area of work.

I like all of goals 2 and 3. Goal 4 perhaps needs further discussion and definition. The first three strategies seem closely related, not separate areas of work. I like strategy 4.4 very much.

It's hard to look over so many good ideas and opportunities for SAA's future work without thinking about the difficult process of prioritizing and budget allocation, but that's a later part of your work which should *not* come into this part of the plan formulation.

Again, thanks for launching the new round of planning and good luck in the next stages of work.
[Peter Gottlieb, Web, 4/20/13]

Like many others, I am concerned about the relative reduction of the position of diversity in this strategic plan. Without building the diversity of our profession and of the records collected, preserved, and shared with the public, archives will grow increasingly irrelevant to an American public that cannot find its history within our collections. [Colleen McFarland, Web, 4/22/13]

NICE PLAN FOR THE ORGANIZATION, BUT NOT THE PROFESSION…. I've been a member on and off since 1979. I am disappointed that the plan addresses only the needs of the organization and not the role of archives in society. We are the keepers of evidence. I guess I was hoping for a plan that did some of the following: - strengthened the role of archivists to keep essential evidence in a digital environment - developed strategies to strengthen the role of archives informing social/political discourse - recognized the ubiquity of information in digital form and encouraged educational and programatic responses to this. - embraced the role of the Internet in the discovery of information and the unique role of archives in providing authentic information in this environment.
[Thomas Ruller, Web, 4/22/13]

YES, AND…. There is a lot to like in this draft, but my overall impression is, "yes, and…", encouraging this document to push further for a larger, bolder vision. I am heartened by the prominent place advocacy holds in the strategic plan, but nowhere is there call for improving labor conditions and employment outlook for archivists today and in the future. Similarly, I am pleased that the plan tackles a changing technological environment, but the steps laid out are far too tentative to reposition our society to best leverage that technology in a five year timeline. Challenge the membership to conceive and implement innovations which will truly keep pace with technology, and hold them to firm commitments not endless plans for further planning. Likewise I feel embolden to continue to work with the rest of the membership to achieve what the strategic plan calls "a culture of creativity and experimentation across the association." As a society, this frees us to conceive of new ideas, and try out solutions which may or

may not pan out. It encourages the diverse membership to bring its unique expertise to the table and collaborate in new ways to lead SAA into the future. This approach to leadership will insure that our society will be increasingly agile, and our membership increasingly engaged. As for diversity, I feel comfortable with the document articulating its commitment across all of the other priorities rather than as a singular objective. However in so doing, the concept of diversity, widely conceived, must be clearly voiced as an integral part of each goal. Stronger language towards this commitment would help alleviate concern across the membership that our dedication to diversity in our field has been in anyway diminished. Thank you to everyone who has been involved in crafting this draft strategic plan to this point, and thank you for the opportunity to provide my input. [Jeremy Floyd, Web, 4/23/13]

EMPLOYMENT IS KEY: The existing comments cover much of what I would have said, but I'd like to see employment issues included as a high-level component of the strategic plan. As others have already pointed out, employment issues include not only low salaries but the growing scarcity of permanent employment, especially for entry-level archivists; project-based and grant-funded jobs that do not allow archivists to develop skills besides processing; and increased reliance on volunteers to fill roles formerly held by paid archives staff.
I also believe that employment underlies the other issues currently included in the strategic plan. If archivists are to serve as advocates for and leaders within the profession, they must be secure in their employment and have opportunities for professional development. Scholarships like the Mosaic program will only contribute to a more diverse workforce if there are jobs available for recent graduates. And so on. The goals SAA has set for itself can't be achieved while a significant percentage of its members are unemployed, underemployed, or stuck in entry-level positions.
Thanks for your consideration and your hard work in putting together this strategic plan.
[rebeccagoldman, Web, 4/23/13]

Thanks for this opportunity to comment on SAA's Strategic Priorities –
I'd like to comment in particular on Strategic Priority #2: Diversity – the relevant text is copied-and-pasted below. In particular – the bit: "- Consider reconstituting the Diversity Committee to include stakeholders from…." I'm the Co-Chair of the SAA Mentoring Program – and we as a SAA body have talked about our role in potentially diversifying our profession. The importance of Mentors connecting with, encouraging, and nurturing diverse new – and continuing – archivists is key to the important movement forward in making our profession more representative of the public that we represent and serve. SO: If I could humbly submit that the Mentoring Program might like to be a part of the Diversity Committee. Thank You SO Much… [Alison Stankrauff, SAA Mentoring Program Co-Chair, OTR, 4/10/13]

I may be a bit biased as chair of the Diversity Committee but after a first read of the draft strategic plan 2013-2018, I noticed that the word DIVERSITY is not mentioned once or maybe I missed it. More comments to come. [Bergis Jules, OTR, 4/10/13]

Bergis Jules, I believe it's listed as part of the Advocacy goal. [Laura, OTR, 4/11/13]

I read the "high-level" aspects of the draft Strategic Plan 2013-2018, and i wholeheartedly support the four goals. [David Kay, Email, 4/23/13]

The Students and New Archives Professionals (SNAP) Steering Committee posted a public Google

Document on April 15, 2013.[1] The Steering Committee used the document to collect individual comments openly solicited from roundtable members via the SNAP listserv, blog, and social media outlets. This document presents a static version of that document exported after the document closed on April 19, 2013. There was no review of comments by the Steering Committee. However, names were redacted. [Comments inserted below and identified as Commenter 1, 2, 3, etc., SNAP. Document received on 4/23/13.]

Does the draft plan reflect what you see as SAA's highest priorities? For the most part, yes. But I was surprised to see diversity pretty much invisible throughout the plan -- almost like an afterthought. [Erin Lawrimore, Form, 4/9/13]

Does the draft plan reflect what you see as SAA's highest priorities? Yes, for the most part. [Anonymous, Form, 4/10/13]

Does the draft plan reflect what you see as SAA's highest priorities? I like the reorganizing of the Goals. We have emphasized Advocacy for a while without really putting our money where our mouth is. This is encouraging. I think that there could be more emphasis on collaboration both within the profession (e.g. Regionals, ICA, CoSA, NAGARA, ARMA) and outside the profession (e.g. ALA, AAM). There are some components that could really benefit the membership, such as in education. It is good to see this in certain areas of the plan, but I feel that it can be stronger. [Gregor Trinkaus-Randall, Form, 4/12/13]

Does the draft plan reflect what you see as SAA's highest priorities? No but I think it does an excellent job of highlighting some of the major problems with the organization, and shows that members can expect another 3 years of talk of change with no real action. So basically it's more of the same disappointment I've experienced since becoming a member three years ago. [Anonymous, Form, 4/13/13]

Does the draft plan reflect what you see as SAA's highest priorities? Aside from a lack of activism on behalf of archives professionals, yes. [Anonymous, Form, 4/23/13]

VISION: The Society of American Archivists challenges archivists to achieve professional excellence to ensure the preservation and use of archival records of enduring value.

Regarding the vision statement, can we get "identification" as a key activity of archivists? Such as: **The Society of American Archivists challenges archivists to achieve professional excellence to ensure the identification, preservation and use of archival records of enduring value.** The vision statement as it currently reads renders archivists passive recipients of records, rather than individuals ideally (especially in a digital environment) involved with the record before it is even created. [Jenny Swadosh, Web, 4/14/13]

"The Society of American Archivists *challenges* archivists…." That word choice suggests an adversarial or confrontational relationship between SAA and archivists. Better word choices might be "enables" or "inspires." Also, the vision statement neglects the context in which archivists work. Professional

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[1] See, "Call for SNAP Comments on 2013-2018 SAA Strategic Plan" available at:
http://snaproundtable.wordpress.com/2013/04/15/call-for-snap-comments-on-2013-2018-saa-strategic-plan/

excellence alone cannot ensure that documents will be preserved and used. The stakeholders in and funders of archival programs must be convinced that our professional excellence is worth paying for. Does advocacy therefore belong in the vision statement? [Colleen McFarland, Web, 4/22/13]

I think the vision statement is unnecessarily wordy. Archival records are by definition records of enduring value. I would simply say: "**The Society of American Archivists challenges archivists to achieve professional excellence to ensure the preservation and use of archives."** or, if it is felt necessary to include a definition of archives in the statement do so by adding a subordinate clause after the word archives, " which are records of enduring value." [Dick Cameron, Email, 4/11/13]

I think vision statements should be aspirational, while mission statement state what the organization does. My suggestion for the Vision Statement: **Vision: To be the leading organization inspiring archivists to achieve professional excellence to ensure the identification, preservation and use of archival records of enduring value.** I changed the verb "challenging" to "inspiring" because I think that is a more positive word. [Deb Torres, Email, 4/23/13]

"to ensure the retention, preservation, and use..." [Gregor Trinkaus-Randall, Form, 4/12/13]

On the whole, this vision is good. I'm not sure if I agree with the word "challenge," though. Compared to professional organizations in other professions, SAA has no teeth. SAA can request that members achieve professional excellence (though there's really no set standard for what that is, only flexible guidelines), or hope that they do. But there's nothing behind the challenge. Members either will or won't and what the organization wants is mostly irrelevant. [Anonymous, Form, 4/13/13]

MISSION: **SAA serves as the preeminent source of professional resources and the principal communication hub for American archivists and allied professionals. It promotes the diversity and value of archives and archivists in society.**

For something stated explicitly in the mission, "diversity" seems rather absent throughout the goals themselves (at least as I read them). [Erin Lawrimore, Form, 4/9/13]

I agree that SAA is the go to for professional resources. I take slight offense for the organization as a whole taking credit for being a communication hub. Overall organization leadership is mostly silent. The communication and action comes from the sub-groups within the organization--sections and roundtables. Granted, those sections and roundtables wouldn't exist without the umbrella organization, but I think it's not quite right for SAA to claim ownership of work that its overall leadership did not put in. [Anonymous, Form, 4/13/13]

GOAL 1: ADVOCATING FOR ARCHIVES AND ARCHIVISTS
Society values the vital role of archives and archivists.

I wanted, first, to thank all the authors of the draft SAA Strategic Plan for their hard work on this document. I know it's never easy for a large organization to reconcile all its resources, its administrative needs, and its members' wishes, and I appreciate the effort. I have no objections to the majority of the plan, but as the co-chair of the I&A Roundtable I was, of course, particularly interested in Goal 1:

Advocating for Archives and Archivists. I would like to see SAA in the future be less passive and reactive to the myriad of events that negatively affect archives and archivists around the country and the world; my concern is that the stated Strategies under Goal 1 don't appear to emphasize SAA's need to be more proactive in large-scale advocacy endeavors and events, and what I see as the necessity to be the champion for endangered or threatened archival institutions or collections where no such champion exists. [Jeremy Brett, Email, 4/22/13]

I am thrilled this is the first goal, it was what I was hoping would be first as I opened the doc. [C1, SNAP]

Goal statement: But this fails to address employment issues facing archivists, puts the institution and 'the stuff' ahead of the skills and value brought by trained archivists. I think is strongly linked to ethics in the profession but it isn't explicitly addressed. Considering the recent controversies and issues around ethics and disseminations of information, I feel like this needs to be addressed. [C1, SNAP]

So glad that this is a strongly articulated priority. [C2, SNAP]

Diversity should be continued to be a major goal not a subgoal. [Anonymous, Form, 4/10/13]

I'm happy that advocacy has made it as the first goal. However, I think that care should be used with terminology. To advocate is to set an agenda and follow through with it. For the most part, SAA has not set any agenda, but rather has reacted to situations. At best the organization has been passive and at worst apathetic. If SAA truly wants to make advocacy a goal, it is going to have to revamp the existing structure and be proactive. [Anonymous, Form, 4/13/13]

This section is strong on advocacy for archives, but very weak on advocacy for archivists. SAA should also endeavor to promote the professional interests of trained archivists with emphasis on equitable working conditions. Archivists deserve fair wages and competitive benefits commensurate to their level of education and experience. This is a vital element of archives advocacy if we hope to promote best practices in preservation, description, access, and arrangement. We should incorporate strategies to educate the public about archivists as professionals, similar to efforts by library professionals. [Anonymous, Form, 4/23/13]

Regarding issues briefs, is Council prepared to take potentially difficult stands on various issues? For example, when public access and privacy come into conflict, is Council prepared to deal with two sets of conflicting opinions and in a meaningful way pick one? I hope and trust Council is prepared to do so, but this may be an example of being very careful of what you wish for -- you might get it. Although there may be some issues where consensus is simple to obtain, on others this will not be the case and Council needs to be prepared to deal with that eventuality. [Frank Boles, Form, 4/24/13]

Promote the value of archives and archival practices to society at large. [1.1]

1.1 Promote the value of archives and [TRUSTWORTHY] archival practices to society at large, (we advocate for high-quality at low-cost & w verifiable authenticity & with degree of trust). [David Kay, Email, 4/23/13]

> 1.1.1. I am concerned that these tactics aren't as engaging of the general public as they could be. "Programming" is too general and it isn't developed in the tactics. I think there may be some

ways to partner with public libraries, museums and other orgs with related missions that have more interaction with the public than archives, typically. [C1, SNAP]

1.1.2. Excellent! Disaggregating key audiences may be quite challenging, but well worth tracking. Such data is also valuable grist for funding requests. [C3, SNAP]

1.1.2. Although not opposed to a survey of the general public, having witnessed the recent "debate" on gun background checks, public opinion is much less influential than that of key decision makers. It would seem more important to survey and understand the opinion of key decision makers regarding archives (in order to better persuade them) of the need to fund archival programs. Yes, I know – it's undemocratic. That said, I'd rather understand decision makers than the public. [Frank Boles, Form, 4/24/13]

Educate and influence decision makers about the importance of archives in the success of their organizations and constituencies. [1.2]

1.2. I wish to recommend the following change (or something like it): Educate and influence decision makers about the importance of archives and archives professionals in the success of their organizations and constituencies. [1.2] It's easy to set up an office (or a hard drive) and deem it The Archives. It's something else entirely to permanently staff an administrative unit with full-time employees who are competent and able to create and then carry out sound policy. With the identification of the archives professionals, SAA would be advocating directly for its constituents. I believe this addition responds to the concerns many new and not so new archivists have about their increasing vulnerability as a result of contingent labor practices. [Jenny Swadosh, Web, 4/14/13]

When it comes to promoting and educating about the importance of archives and record-keeping (Goal 1.2), ARMA will probably be an important ally, in addition to CoSA, NAGARA, etc. ARMA may also use useful for Goal 3.3; records management positions that I see posted frequently deal more with technology that many archives positions do. [Stephanie Bennett, Email, 4/23/13]

1.2 Educate and influence STAKEHOLDERS about importance of ARCHIVING in the success of their institution. (Why focus only on decision makers, when archival value begins at creation?) [David Kay, Email, 4/23/13]

Possible activities for 1.2.1. This is great. We can be lay lobbyists! [C1, SNAP]

1.2.1 and 1.2.2 -- Will these component groups or grassroots groups be given authority to "speak" on behalf of SAA if issues arise that require a timely response? I feel that SAA has been very slow to issue official responses to major issues that have popped up, like the issue with the GA Archives. I'd like additional information on how SAA would be agile enough to quickly respond to issues. [Erin Lawrimore, Form, 4/9/13]

1.2.1 and 1.2.2 Work with the Regionals on these initiatives. The Key performance indicators that are listed are all "output" measurements. Given what is happening at the national granting agencies, we should also have measurable "outome-based" measurements. [Gregor Trinkaus-Randall, Form, 4/12/13]

1.2.2.: In addition to working with other archival organizations (and, I hope, library organizations like ALA), I would like to see SAA make partnerships with other allied organizations that may have a higher public profile – for example, the Wikimedia Foundation, the Electronic Frontier Foundation, etc. I would also like to see whether allied archival organizations might consider joining forces with an existing related-PAC (such as EveryLibrary http://everylibrary.org/announcing-everylibrary-a-new-pac-for-libraries/) or consider forming their own. [Eira Tansey, Web, 4/16/13]

1.2.2.: In addition to working with other archival organizations (and, I hope, library organizations like ALA), I would like to see SAA make partnerships with other allied organizations that may have a higher public profile – for example, the Wikimedia Foundation, the Electronic Frontier Foundation, etc. I would also like to see whether allied archival organizations might consider joining forces with an existing related-PAC (such as EveryLibrary http://everylibrary.org/announcing-everylibrary-a-new-pac-for-libraries/) or consider forming their own. [C4, SNAP]

1.2.2.: Regarding "grassroots network": I would just be more specific here and specifically state a plan to have an email blast listserv, like the ALA, with pre-filled talking points. These aren't as effective as personalized stories but far better than nothing and very easy for anyone to do, just a couple clicks! [C1, SNAP]

Strengthen the capacity of those who work with archival material to articulate the value of archives. [1.3]

Why only those who work with archival material? What about extending beyond archivists and researchers to find ways to make archives relevant and valuable beyond our current captive audiences? We should be forging new partnerships and expanding our pool of potential advocates, as well as potential users. I agree with the sub-goal, but would really like to see this item expanded. [Brittany Turner, Web, 4/9/13]

I LOVE the idea of helping us better articulate the value of archives and use webinars for that education (Goal 1.3). I recently helped PLASC conduct a survey, and a majority of the respondents (around 90) are not able to make it to the meetings. If there was a way to offer low-cost help to them, I think it would be a great tool. [Stephanie Bennett, Email, 4/23/13]

1.3 Strengthen the ABILITY of those who work with archival material to articulate value of BEST PRACTICES. (Anyone, hoarder or pro archivist can speak of value of archiving, but who can speak most authoritatively about archival best practices & processes?) [David Kay, Email, 4/23/13]

1.3.1.: I wholeheartedly support some sort of hands-on training for would-be archival advocates. Although I appreciate briefs and talking points, having the training to use these effectively would be excellent. I do suggest expanding the capacity for this free workshop – creating a cost barrier could shut out those who may benefit the *most* from learning effective advocacy. [Eira Tansey, Web, 4/16/13]

1.3.1. Love on-demand webinars! Real time are great but I love being able to just pull them up late at night and still learn. [C1, SNAP]

Continue to enrich the profession by expanding opportunities for a more diverse membership. [1.4]

1.4. I'm with Mark [Greene] on Diversity. Not only should this not be assigned to Goal 1, it shouldn't even be a sub-goal at all. This needs to be a major goal, as it is far better suited to a stand-alone category than a subset. It deserves to be something we strive for as a core tenet of our profession, alongside the others, rather than something nice that isn't quite a driving force. [Brittany Turner, Web, 4/9/13]

1.4.: Most of the strategies listed for enriching the diversity of the archival profession concern the Mosaic Scholarship. I would like to encourage Council to think big here - the Mosaic Scholarship is excellent, but it currently only applies to grad students and even at expanded funding levels, would still only support a small number of individuals. Council has an ethical and moral obligation to find multiple avenues to enrich the diversity of the profession, and I am concerned that the current recommendations do not prioritize this fundamental value. [Eira Tansey, Web, 4/16/13]

Regarding Diversity in the Draft Strategic Plan, I see that "Diversity" is not one of the major Goals in this draft but placed under Advocacy in 1.4: Continue to enrich the profession by expanding opportunities for a more diverse membership. I was startled that Diversity was not a separate high level goal because we have much work to do related to Diversity.   In any case, if this remains under Advocacy, I have the following thoughts: The suggested tactics for 1.4 will help with new archivists coming to the profession but I wonder about support for those archivists already established but needing support. Also, the draft for the Advocacy Goal does not address advocating for diverse holdings to reflect the diversity of society and ensure that underrepresented voices are represented. [Deb Torres, Email, 4/23/13]

1.4 Continue to enrich the profession by expanding opportunities for BUILDING more diverse membership. (I think SAA should actively build bridges between new communities.) [David Kay, Email, 4/23/13]

1.4.: Most of the strategies listed for enriching the diversity of the archival profession concern the Mosaic Scholarship. I would like to encourage Council to think big here - the Mosaic Scholarship is excellent, but it currently only applies to grad students and even at expanded funding levels, would still only support a small number of individuals. Council has an ethical and moral obligation to find multiple avenues to enrich the diversity of the profession, and I am concerned that the current recommendations do not prioritize this fundamental value. [C4, SNAP]

I'd add to this that increasing diversity in grad schools will only lead to diversity in the profession if there are jobs for new archivists when they get out. [C7, SNAP]

Happy to see this as priority goal! [C1, SNAP]

Has the Council considered whether or not prospective career-changers might be a separate category here? I don't know what percentage of archivists and allied professionals are career changers, but if it is a notable amount, a different tactic would be needed depending upon current alternate routes into the profession(s). [C3, SNAP]

I agree with the comments about expanding beyond Mosaic. Also, and maybe this is beyond this particular goal but something we need to be aware of-- we as archivists also have a responsibility to make sure our collections are diverse and that the public is aware of that (ex: I work at a university and am processing past Presidents' papers, there is a lot of interesting stuff about race but does anyone know this?) [C1, SNAP]

I see a difference between promoting a diverse profession and promoting a diverse SAA membership. I like the idea of expanding the Mosaic program, particularly the year-long internship experience -- although how will this differ from what ARL is already doing? Is this just a longer version of what they already do with the Career Enhancement Program (which does support archivists too)? And is there more that can be done to encourage diversity prior to the time that a person chooses archives as a career path? Perhaps some sponsorships of innovative internships for undergraduates who exhibit some interest in archives/history? [Erin Lawrimore, Form, 4/9/13]

GOAL 2: ENHANCING PROFESSIONAL GROWTH
Archivists have access to the professional resources they need to be successful and effective in their careers.

Prior to having members pay (what isn't a small amount for most) for a webinar or workshop, please have some way of assessing whether or not the instructor can adequately convey the information as described in the course description. I had one of the worst webinar experiences ever with one of the DAS courses (on standards) because the instructor seemed completely unprepared to teach. It seemed like she threw her presentation together and never "tested" it in any way. We got through maybe 1/3 of the slides she prepared, and I felt that it was a waste of money. It also affected my supervisor's thoughts on sponsoring future webinars in the DAS curriculum (he was a participant in this one). I'm not sure where this would fit into the strategies listed, but it is *critical* to have some way to ensure that members are receiving a quality product for their enrollment money. An interesting/necessary topic alone won't do it! [Erin Lawrimore, Form, 4/9/13]

Add programs to assist new people entering the field find jobs in this tight market. We need to find ways to attract new archivists to the field and encourage them to stay in the field. [Anonymous, Form, 4/10/13]

Professional growth and continued education are important. [Anonymous, 4/13/13]

As it is currently worded, it seems that you are saying archivists already have such access. Are you increasing awareness of existing resources or providing access to additional resources? [Anonymous, Form, 4/23/13]

Provide education programs that are sustainable, keep pace with technological change, and promote best practices. [2.1]

2.1 - How about affordable? Accessible? [Brittany Turner, Web, 4/9/13]

2.1.: One of my ongoing concerns regarding continuous ed (especially with the DAS workshops) and training is that the model is one-time only workshops, and there aren't many tools available to continue honing what you learned after the workshop. This is not the most effective method of learning. In addition, for those working in shops (or un/der-employed) where they may not be able to implement what they've learned right away on the job, the value of workshops is reduced. I would like to see SAA implement some kind of voluntary hands-on learning lab where workshop participants can continue trying out what they've learned in an online environment. For example, I've taken workshops that demonstrate aspects of DSpace, but my institution does not currently use DSpace. I would love some kind of participatory space online where I have access to the tools taught in workshops, and could participate in some sort of cohort to "do cool stuff." I also think this would address what I view as an emerging skills gap in our profession - we're all taking these workshops, but a lot of us face institutional barriers to implementing what we've learned in our jobs (or anywhere, for those who are unemployed or underemployed). I would like to see SAA develop some kind of space complementary to the DAS program where those of us who don't have jobs specifying these skills can practice using a variety of tools. Perhaps models could be based on Codecademy or the Simmons Digital Curriculum Laboratory (http://calliope.simmons.edu/dcl/public/home). [Eira Tansey, Web, 4/16/13]
I am disappointed that in strategy 2.1 there is no call for the educational programs to be affordable. Money is an issue for many archivists early in their careers, as they try to build up their skills. Money is also an issue as institutional funding is continually cut. [Anonymous, Form, 4/13/13]

Strategy 2.1 should incorporate "affordability". On a side note, SAA should be more transparent in the fee structure for training. What does that money go towards? [Anonymous, Form, 4/23/13]

To best serve its members with a continuing and growing interest (and increased enrollment) in continuing education, SAA needs a better system to track students, courses, locations, and offer online proctored testing for course tests and comprehensive exams. [David Kay, Email, 4/23/13]

2.1.: One of my ongoing concerns regarding continuous ed (especially with the DAS workshops) and training is that the model is one-time only workshops, and there aren't many tools available to continue honing what you learned after the workshop. This is not the most effective method of learning. In addition, for those working in shops (or un/der-employed) where they may not be able to implement what they've learned right away on the job, the value of workshops is reduced. I would like to see SAA implement some kind of voluntary hands-on learning lab where workshop participants can continue trying out what they've learned right away on the job, the value of workshops is reduced. I would like to see SAA implement some kind of voluntary hands-on learning lab where workshop participants can continue trying out what they've learned in an online environment. For example, I've taken workshops that demonstrate aspects of DSpace, but my institution does not currently use DSpace. I would love some kind of participatory space online where I have access to the tools taught in workshops, and could participate in some sort of cohort to "do cool stuff." I also think this would address what I view as an emerging skills gap in our profession – we're all taking these workshops, but a lot of us face institutional barriers to implementing what we've learned in our jobs (or anywhere, for those who are unemployed or underemployed). I would like to see SAA develop some kind of space complementary to the DAS program where those of us who don't have jobs specifying these skills can practice using a variety of tools. Perhaps models could be based on Codecademy or the Simmons Digital Curriculum Laboratory (http://calliope.simmons.edu/dcl/public/home). [C4, SNAP]

Though I support this effort, the examples are not going to cut it for keeping pace. We need truly innovative ideas to get ahead of the technological curve not staying 2 - 5 years behind. [C2, SNAP]

Can you please give us some specific innovative ideas? [C5, SNAP]

Maybe, Commenter 5, you should hold back from engaging just yet, until SNAP has compiled an official comment. I want students and new archivists to feel free to contribute, and getting questioned from [Commenter 5] may intimidate some into not voicing their opinions. That said, your question is a valid one and I'll do my best to expand upon my initial comment) This comment stemmed from reading about technological improvements to the annual meeting, and plans for a SAA podcasts. Both of which are fantastic steps, but I feel the timelines offered are far from what's necessary to keep pace with technological change. A proposal to have, two years from now, a timeline for the next three years after that, towards considering online access to the annual meeting. And a goal of having a 15 minute podcast produced sometime three years in the future. Admittedly both of these take planning and resources, but setting our technological goals so conservatively runs contrary to the strategic plans later stated priority to "foster a culture of creativity and experimentation." Better to strike bold commitments to rolling out a podcast within the next year (the great thing about podcasting is the relatively low technological barrier), and have x% of annual meeting sessions accessible to live web streaming in 2 years. [C2, SNAP]

As for specific ideas which would be truly innovative on a 5 year timeline? How about a MOOC (Massively Open Online Course) style delivery for theoretical and practical content devoted to archives (or more broadly Libraries, Archives, and Museums). Open, so that archivists without funding for continuing education, students seeking to supplement their graduate curriculum, and the interested public could learn, participate, and collaborate. Peer evaluated, so that course takers could evaluate themselves and their peers. And building from, or as a complement to, the workshops SAA has already developed and continue to develop, as well as library science, history, and museum studies curriculums already being taught at various institutions of higher education, many already in distance learning formats. I'm currently participating in a MOOC to learn Python, and last summer participated in one on science fiction literature, and I think there's a lot of potential in this format for our profession. [C2, SNAP]

And how about creating a space for the sharing of project documentation, processing manuals, outreach materials and various other "gray literature" which would be of benefit for other institutions attempting to initiate new projects. Seeing examples of successful initiatives, and potentially more importantly failed projects, would help archivists to figure out how to get started, and pratfalls to avoid. Within this space make it easy for institutions or individuals to apply Creative Commons license, so that people are free to grab, remix, and outright duplicate those elements which work best, and create solutions which work best for their circumstances. Better to have institutions working to hone a wheel, rather than continually reinventing it. And SAA could have a central role in facilitating that. [C2, SNAP]

Finally, in addition to the annual meeting, commit to hosting an all online, virtual meeting. A meeting where presenters, participants and observers are all on an equal footing, interacting through live webstreaming, video, text chat, and shared desktop environments. There are members (and potential members) who will never have the opportunity to attend the annual meeting due to various constraints. An element of online participation during the annual meeting (already occurring as people use twitter and other tools to share the knowledge generated to remote audiences) is a great way to include at least some of these people. But that participation will always be limited, as the experience of the annual meeting in person cannot be fully replicated in a virtual environment. But participation a virtual meeting will level the playing field, allowing the unfunded lone arrangers to feel just as engaged as those of us with travel budgets and paid time off. Each year submissions to present to the annual meeting far outstrip the available slots offered by the program committee. And there are likely individuals who

would like to participate in a session but cannot commit to attending a conference across the country. Arranging a whole second event, and one with unique technological and logistical considerations, will take a lot of time and dedication, but the benefits are clear. And as technology precipitates through society, in less than five years the tools and skills to facilitate such an event will quickly become cheaper, more common, and easier to use. [C2, SNAP]

So those are my ideas for bold innovative solutions to keeping pace and utilizing technology. Some perhaps bolder and more innovative than others. Being innovative is hard, but then that's why I'm not on council (yet). Everyone else, what are your ideas? [C2, SNAP]

As the victim of many five year plans, I take any goal set more than three years out to be an exercise in wishful thinking. "It's important -- will get to it, later." What you are really saying is that it is not important -- now. So either make it important or just concede that for now the DAS guidelines aren't being implemented across the board. [Frank Boles, Form, 4/24/13]

2.1.1. This tactic mentions finding ways to deliver educational content that is affordable. I would suggest serious consideration of a pricing plan that has workshop discounts for student members. Currently there is a flat member/no-member rate for workshop registrants. I'm aware that workshops sometimes barely break even, so if costs are a concern, perhaps there could be a cap on the number of reduced-rate student registrations, or allow discounted student registration rates once a certain number of full-freight registrations have been reached. [Eira Tansey, Web, 4/16/13]

2.1.1. This is an area where there is a great opportunity to collaborate with other organizations (e.g. ALA, AAM, ICA, Regionals)to develop a comprehensive continuing education calendar cutting across professional lines to increase offerings to members of all these professions. By doing so we will be providing other opportunities for our members to partake in training that is not available through SAA and will open our offerings to members of these other professions/organizations. [Gregor Trinkaus-Randall, Form, 4/12/13]

The podcasts in 2.1.1 is a good idea. It embraces the idea of education being affordable and accessible. [Anonymous, Form, 4/13/13]

2.1.1., Activity 2: Wonderful! The dizzying pace of tech change alone would make brief topical intros/updates of this type very valuable. [C3, SNAP]

2.1.2. Congrats on this tactic, too. Although very challenging, in my opinion content as well as course design may need overhaul. Developments in cognitive science related to learning argue for taking time to re-design teaching/delivery methods as well as content. Done to standard, however, this would likely be costly and complex, requiring teams that include instructional designers. [C3, SNAP]

Provide content that reflects the latest thinking and practice in the archival field. [2.2]

In the same vein, for Goal 2.2, would be it possible to reuse conference materials for education? Maybe encourage presenters to create executive summaries of their presentations in addition to the abstracts?

I know that's asking a lot of volunteers, but it would also be really helpful. [Stephanie Bennett, Email, 4/23/13]

Also, back issues of *American Archivist* are invaluable resources which should be appropriately studied and discussed and valued as indispensable resources. [David Kay, Email, 4/23/13]

> 2.2.2. While the goal of identifying and nurturing new authors (under Goal 2 again) is admirable, I'm not sure how you plan on moving forward with or measuring that. There are lots of tenured positions out there (comparatively) and those folks have support to create research. Meanwhile, there are also LOTS of people out there who are having trouble really getting their careers off the ground. I would love to see SAA start a realistic conversation about the realities of the field, how difficult it is for young archivists to break in, and hear from those large employers about (1) the skills they seek in candidates; (2) the job experiences they seek in candidates; (3) expectations for young archivists who are competing with people who have loads more experience; and (4) advice to skill-building in a tight job market, not just "volunteer if you can!" [Stephanie Bennett, Email, 4/23/13]

> 2.2.2. Second possible activity: Too vague. How will they be identified and nurtured? [C1, SNAP]

> 2.2.2. As for proactively nurturing authors, as a veteran of more than one editorial board, it is a task far easier said than done. The proposal represents a new incarnation of a strategy that has not worked well for 30 years.   Unless there is a specific mechanism that can be identified (similar to what is stated for mentoring) this is a happy wish, not a serious plan. [Frank Boles, Form, 4/24/13]

Continually refine its career development program to meet members' diverse needs. [2.3]

2.3 - Great. Not sure if I'm wild about the "low-level" strategies for making this happen, and we ought to be careful that we're not just replicating something that someone else already does better. [Brittany Turner, Web, 4/9/13]

As a recent graduate, I find Strategy 2.3 insulting. The "career development program" needs to be overhauled. Unless SAA is prepared to take an active role in career development (which many interpret as job-finding or job assistance), it needs to have a new title. Also it needs to be overhauled. Find a system that works and that members are happy with before worrying about refining it. [Anonymous, Form, 4/13/13]

> 2.3.2: Specific activities suggest "Develop an online guide for young people who are interested in a career in archives." and "online guide for young archivists on possible career path" - I would suggest rethinking the use of "young archivists" as it conflates age with career trajectory. I would prefer the usage of "new archivists" (as in the usage of the SNAP roundtable). "Young archivists" can be exclusionary for people who make a mid-life career change. [Eira Tansey, Web, 4/16/13]

> 2.3.2. Per my earlier comment, consider adding activities directly at potential career-changers, as well (if in fact they constitute a significant enough subset of new professionals). [C3, SNAP]

2.3.2. I agree with the comment about "new archivists" instead of "young archivists" with a caveat-- I actually read this and thought it meant literally young as in high school or even younger. Can we instill a love of archives and understanding of it as a potential career early? For example, I'm sure we were all aware very early on about what librarians do and that it is a career path. How do we do that for young potential archivists? Programming for them? Teaming with school librarians? [C1, SNAP]

2.3.2 This is an area where diversity could be emphasized -- reaching a diverse community of young people to make clear how archives affect them. [Erin Lawrimore, Form, 4/9/13]

2.3.2 Include "preservation" in the list of possible career paths. [Gregor Trinkaus-Randall, Form, 4/12/13]

The proposed activities in 2.3.2 shows a complete disregard for the current pool of new archivists. I cannot reconcile SAA's obsession with recruiting new members when there are current members—the recent grads—who are so neglected. There is a problem of there not being enough jobs and professional support for new archivists. Stop bringing more people in who only wind up deepening the pool, and try to take care of current members who need help. [Anonymous, Form, 4/13/13]

As a current student, I really appreciate the emphasis in Tactic 2.3.2. on engaging a diverse field of professionals for the career path guides. [Anonymous, Form, 4/13/13]

GOAL 3: ADVANCING THE FIELD
Professional knowledge expands to keep pace with an increasingly diverse archival record.

Could we address the outdated model of SAA publishing practices? We also really need a better strategy for initiating and encouraging revisions of previous SAA publications; perhaps that ought to be a sub-goal in this section. [Brittany Turner, Web, 4/9/13]

As with the other goals, I can't think of any objection to this one. It is something that is important and should be addressed. [Anonymous, Form, 4/13/13]

I appreciate the inclusion of technology associations as we move forward. [Anonymous, Form, 4/23/13]

I have deep reservations about SAA itself conducting research. Sure, foster it through a wide variety of mechanisms but SAA itself does not conduct true research. It's a bit like asking the AMA to cure cancer. Of course the organization facilitates cancer research but it doesn't do it. SAA is in the same boat. Professional organizations generally are in the business of communication and education -- not actual research. SAA needs to become realistic about this and stop claiming it can do something it actually doesn't really do and likely will never be able to do in a sustained and systematic manner. (and please -- conducting surveys isn't research. It's data collection. The analysis is the research and SAA has a not very good history of analyzing the data it collects, when it is collected.) [Frank Boles, Form, 4/24/13]

Identify the need for new standards and participate in the development of relevant standards and best practices. [3.1]

Why only "participate" in the development of standards? Shouldn't we be leading? [Brittany Turner, Web, 4/9/13]

I do not agree with the use of the word "standard." Standard implies that it is a level that everyone is held to, but in the case of archivists, that's not really the case, is it? There are guidelines and best practices that should be followed, but there's no way to really enforce them. Standards are what exist in regulated professions. You can't even say that there is a standard of archival education. [Anonymous, Form, 4/13/13]

> 3.1.2. What about SAA's role in developing standards? [Erin Lawrimore, Form, 4/9/13]

> 3.1.2 Ensure that existing standards at both the national and international levels are examined. [Gregor Trinkaus-Randall, Form, 4/12/13]
> 3.1.2. That's assuming that SAA has a way to reach a consensus as to what's most important. Figuring out how to get the entire membership involved and voting is something that should probably be a point of its own in the strategic plan. Also using the word "desperately" is a bit dramatic and implies that this issue has been ignored. With all the delusion of accomplishment scattered throughout this plan, I find it interesting that there's a crack in the façade here. [Anonymous, Form, 4/13/13]

> 3.1.2 mentions "standards the profession most desperately needs". Perhaps this could be reworded to reflect the necessity of prioritizing the adoption of critical standards without adding the drama of desperation. [Anonymous, Form, 4/23/13]

> 3.1.2. SAA needs until 2015 to identify the standards the profession "most desperately" needs? So we can form committees to address them say by 2020 when there will be a new set of desperate needs? The tactic is far too unambitious. The Society needs to address desparate needs by 2015, not identify them to be worked on later. [Frank Boles, Form, 4/24/13]

Foster and disseminate research in the field. [3.2]

Hello Nancy and Jackie – I just wanted to commend you and Council on the Goals and Strategies document. It's broad, ambitious, and to my mind strikes the right tone for SAA's continued support of the profession. I was VERY encouraged to see reference to the ACENSUS II, and I wanted to offer my assistance in the process. I don't know where it stands, but if I can be of any help, please just let me know. The ACENSUS was vital to me as an educator (I assigned sections of it in nearly every class I taught), and it clearly supports all advocacy work that SAA wants to do in the future. The more we know about our profession, the better prepared we are to advocate outside of our "boxes" and the more able we are to collaborate. It's just a terrific project, and one that supports archivists both within and beyond the organization – students, professionals, educators, administrators, those involved in government…. [Amy Cooper Cary, Email, 4/9/13]

3.2.1. Certainly we need to better distribute content from the annual meeting, but the proposal here is oddly passive. Poster sessions are not key presentations and to "encourage" members to publish or put material online is hardly a major step forward. How about SAA makes a commitment to video and place online a certain % of sessions, with the percentage increasing each year? In can be embargoed for a period of time if needed, but the content needs to be captured and eventually made availabe. [Frank Boles, Form, 4/23/13]

3.2.2. And has SAA already strategically infiltrated (so to speak) major conferences in related fields via joint presentations, meetings-in-conjunction, joint working groups, and so on? [C3, SNAP]

3.2.2. I am interested in the unconference idea and how that could potentially play out. [Anonymous, Form, 4/13/13]

Participate actively in relevant partnerships and collaborations. [3.3]

In theory, 3.3 is a good idea. However, I think that SAA needs to get its house in order before attempting to branch out and align itself with other organizations. There is a generational divide within SAA that has yet to be successfully breached. Those in leadership positions don't really know how to assist or work with the new arrivals. It's not that SAA needs to be one big happy family, but it needs to have leadership that is in touch with the membership and the membership—particularly the newer ones—need to break through the Old Guard who have the leadership positions locked up. [Anonymous, Form, 4/13/13]

I am very pleased to see strategy 3.3 and the priority given to developing relationships of mutual benefit across related professions.   [Colleen McFarland, Web, 4/22/13]

In general, SAA should seek out outreach opportunities such as to ALA for Preservation Week (April 21-28), to ARMA for GARP (Generally Accepted Recordkeeping Practices), to NARA for The Signal, and to regional and international organizations. The DAS curriculum can and should appeal to all levels of interested stakeholders and decision makers. [David Kay, Email, 4/23/13]

3.3.1.: Wonderful! As a non-IT person in higher education, I'm personally really impressed with EDUCAUSE, which does webinars, white papers, advocacy across a range of expertise and which does them very well. [C3, SNAP]

3.3.1.: I very much appreciate these timelines, I think really they should be used throughout this plan even more. [C1, SNAP]

3.3.1 When working with IT emphasize the need to deal with long-term records retention and preservation of electronic records, and not just "backing up". [Gregor Trinkaus-Randall, Form, 4/12/13]

3.3.2 Include ICA in this mix. Continue to expand ways and "thinking out-of-the-box" about working with the Regionals, ICA, and other archival organizations on sharing ideas, knowledge, and resources. [Gregor Trinkaus-Randall, Form, 4/12/13]

3.3.2.: I would like clarification on how ALA/SAA/AAM Joint Committee on Archives, Libraries, and Museums (CALM) figures into the suggested possible activities. [Eira Tansey, Web, 4/16/13]

3.3.2. I'm happy to see 3.3.2 and the joining with other organizations. At least in terms of advocacy, ALA is far stronger than SAA. [Anonymous, Form, 4/13/13]

3.3.3 is nice in theory, but with so many people stressing about being able to make 1 traditional conference, I don't think that adding another regional meeting is going to be helpful. [Anonymous, Form, 4/13/13]

3.3.3. The Join Committee on Archival Cooperation is a great idea. [Anonymous, Form, 4/23/13]

GOAL 4: MEETING MEMBERS' NEEDS
SAA is an agile association that delivers outstanding service and fosters a culture of participation.

Regarding Goal 4, I wish to recommend that the concept of inclusivity be integrated into this goal. This would extend to students and new professionals as well as lone arrangers, allied professionals with archives-related responsibilities, and others who do not believe their participation within the organization is recognized as fully as others. It sort of addresses the concern for diversity, but probably isn't direct enough. Diversity may deserve its own statement, either here under Goal 4, but possibly under Goal 3. Or both. **SAA is an agile association that delivers outstanding service and fosters a culture of inclusivity and participation.** Create opportunities for all members to participate fully in the association. [4.3] [Jenny Swadosh, Web, 4/14/13]

I applaud these tactics as they are in line (and expand on) with the current draft recommendations from the SAA Communications Task Force. [Eira Tansey, Web, 4/16/13]

TRANSPARENCY AND ACCOUNTABILITY: Transparency and accountability could logically go under [4.2], but I thought it was worth mentioning and maybe calling out separately in the statements of Goal 4. If we are advocating for open access to records and demanding accountability through record keeping, SAA as an organization should also be committed to transparency. This isn't so much a criticism, as a good reminder that we should practice what we preach.   Working to communicate where money is going and overall, how things are done, might help folks better understand the possibilities AND limitations of a volunteer org with only so much time and resources. While great leaps have been made to communicate some of these issues recently, much could still be done. [Joshua Zimmerman, Web, 4/17/13]

I am ambivalent about goal 4, and it strikes me as sad that this is a goal and not a given. I'd much prefer to see a goal directed toward diversity than a goal pertaining to the ability of SAA staff and leadership to meet the expectations of its membership. Is the strategic plan the best place to address the disconnect between SAA staff and leadership and the SAA members? The communication and technology infrastructure issues might be better placed under Goal 2 (because we need those things to grow professionally and as a profession!). Issues pertaining to the culture of SAA and its leadership could then be handled outside of the strategic plan.   [Colleen McFarland, Web, 4/22/13]

We desperately need to make the communications task force a sitting committee -- someone who is tasked with ensuring that SAA's communications methods with its members meets their needs. [Erin Lawrimore, Form, 4/9/13]

Make membership more affordable to all archivists. Dues are too high. [Anonymous, Form, 4/10/13]

No it's not. It is so very, very, very much not. If you're goal is to meet members' needs, then the description of that goal ("SAA is an agile association that delivers outstanding services and fosters a culture of participation") shouldn't prove that the writers of this plan have drunk their own KoolAid. It should be saying that SAA is striving to be agile and deliver services and meet member needs. Because right now, SAA is inflexible, falling short of member expectation, and cliquey. [Anonymous, Form, 4/13/13]

Invest in an effective and sustainable technology infrastructure. [4.1]

Yes! [Brittany Turner, Web, 4/9/13]

4.1 I think that there should be something about streamlining. Right now, SAA information and outreach is all over the place. As a member, I feel like I'm not getting full information unless I check about three different locations (website, Archival Outlook, facebook, or whatever) and even then I'm not sure I'm getting all the info that I need. [Anonymous, Form, 4/13/13]

> 4.1.1. With an AMS, it would be cost-effective for SAA to allow members to pay in installments. This would benefit un(der)employed archivists who can't afford to pay their dues all at once. [C7, SNAP]

> 4.1.1 Specific activity is really vague. As a result it could end up being put off indefinitely. As part of this process, we need to project a definite timeline and budget accordingly so that we ensure that it is accomplished. [Gregor Trinkaus-Randall, Form, 4/12/13]

Facilitate effective communication with and among members. [4.2]

4.2. Hopefully with emphasis on "among" members. [Brittany Turner, Web, 4/9/13]

4.2. If this strategy interests you, please see the Communications Task Force's recommendations to Council that are open for comments until May 4. http://www2.archivists.org/groups/communications-task-force/preliminary-recommendations-to-saa-council. [C8, SNAP]

In my brief experience with SAA, I feel like communication is actually quite good (eg, the A&A listserv) though could definitely use a jumpstart with social media. [C1, SNAP]

[For 4.1 I think that there should be something about streamlining. Right now, SAA information and outreach is all over the place. As a member, I feel like I'm not getting full information unless I check about three different locations (website, Archival Outlook, facebook, or whatever) and even then I'm not sure I'm getting all the info that I need.] **Ditto for social media in 4.2.** [Anonymous, Form, 4/13/13]

4.2. In discussing this subject the membership needs to be differentiated. Various groups will have differing informational needs and differing preferred mechanisms by which to receive that information. This document seems to suggest a one size fits all approach. The strategy needs to consciously support a suite of delivery mechanisms which can address various members preferred communication tools. [Frank Boles, Form, 4/24/13]

> 4.2.1. I support the emphasis on active Council member presence on Twitter. That said, perhaps the Council can establish some internal "rules of engagement" to ensure open communication and respect for innate power imbalances. I had an unpleasant experience earlier this year when I was having a conversation with other students and new professionals. Two SAA Council members interjected themselves in the conversation with defensive, frustrated, and terse tweets. While I appreciate their accessibility in the public sphere and encourage Council members to participate in ongoing twitter debates, I felt very intimidated by the rapid (seemingly) angry tweets directed at me and my peers. Council members should be mindful of that dynamic. I felt discouraged from participating as actively in Twitter discussions and engaging with council members as a result of this experience. This was not the only time I witnessed such behavior on Twitter (or on the Off the Record blog). [Anonymous, Form, 4/23/13]

Create opportunities for members to participate fully in the association. [4.3]

4.3. I know we're only supposed to be commenting on "high-level" elements, but I think the "possible tactics" and "possible specific activities" shows that SAA is missing the mark on this one. We're still having the same conversation about social media that everyone else has been having for the last decade, yet frank strategies to address financial and logistical barriers to *full* SAA participation (not just Section and Roundtable) is missing. Especially in light of the Annual Meeting Task Force, I have to wonder what the point of all that work is, if not to start incorporating it into a five year strategic plan? If we are waiting til the next plan, won't data collection need to start all over again, with the work of the Task Force becoming obsolete? [Brittany Turner, Web, 4/9/13]

Is it possible to add more about helping cultivate leaders from within the profession? I can appreciate the need to not get too specific in a strategic plan, but this is a good opportunity to be more emphatic on the need for leadership development. Not only will this help SAA to be sustainable as an organization, but it will also help sustain the profession in general. [Sasha Griffin, OTR, 4/11/13] [Dooley: Tactic under 4.3.?]

4.3. Section and (especially) roundtable leaders are the folks who have expressed and (hopefully) exhibit an interest in SAA and the profession. I think there needs to be a greater effort to foster a continued role for these leaders after their terms end. We have so many small roundtables, but they often have passionate leaders. Issues & Advocacy RT is the first group that pops to my mind. Is there any framework in place that would allow SAA to encourage their involvement in other aspects of organizational leadership? [Erin Lawrimore, Form, 4/9/13]

As far as 4.3 and 4.4, what's required is some means of overhauling membership mentality and I don't think that's something that's going to be achieved through this plan. [Anonymous, Form, 4/13/13]

The tactics described in 4.3.1. do not match up with the suggested activities. The activities listed in 4.3.1. will draw attention to Roundtables and Sections and make Council Members more visible. Both are great, but they do not have anything to do with participation. [Anonymous, Form, 4/13/13]

Foster a culture of creativity and experimentation across the association. [4.4]

4.4. Encouraging. [Brittany Turner, Web, 4/9/13]

Overall, I think the goals and strategies are excellent, articulating well the broad range of the top concerns and priorities of the profession. I would add one word to strategy 4.4 as follows: "Foster a culture of **inclusiveness,** creativity and experimentation across the association." [Dick Cameron, Email, 4/11/13]

Love this. Need to overturn the resistance to change, and statusquo mindset. [C2, SNAP]

4.4.1.: I love this-- but how do we make sure everyone is on-board? How do we agree together whether something is "too risky"? And if there is disagreement, can we create off-shoot groups, whether informal or formal? [C1, SNAP]

4.4.1. As for taking risks, well it is a wonderful thing to say but Council has a long history of extreme risk aversion. A member or two calling the executive director (or worse yet quitting over something) is usually deemed a crisis. Council needs to seriously consider if, as a group, it is willing to support risky strategies (which be definition will not be adopted by consensus, Council's normal manner of decision making) and live with the consequences without denying ownership (including explaining what happened to the members when something fails by beginning with the sentence, "well, I didn't vote for that crazy idea...." No you didn't, but you did fail to be sufficiently persuasive to derail that crazy idea, so you now own it, like it or not!) [Frank Boles, Form, 4/24/13]

With 4.4.1 and 4.4.2, SAA leadership has always come across as conservative. Short of adding either lobotomies or coup d'etat to the list, I'm not sure there's any way to really bring about those changes. [Anonymous, Form, 4/13/13]

I worry about Goal 4.4.2, although I trust that you all are working hard to answer the needs of the membership. But I'm not sure that MORE sub-divisions is the answer. PLASC, for example, is technically a group of 850+ members, but... less than 100 completed the survey. Those members aren't necessarily reading the group's newsletter or participating on the listserv either. Maybe we need to better define how and why Sections and Roundtables exist and create some parameters so people don't join a million of groups "just to see" but instead join relevant groups that will actually empower and educate in a way that I think they were intended. I think the affiliations have little meaning so people want "more" - but I think what they seek could just be imbued better into the groups that already exist by providing more support, identity, and function to Sections and RTs. [Stephanie Bennett, Email, 4/23/13]

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People ❯

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📷 Promoted · Follow

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Followed by Spellbound Blog and …
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Jackie Dooley @minniedw   1h
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4:29 PM - 26 Apr 13 · Details

simms toomey @simmstoomey   30m
@minniedw Thx & glad it seems to be working now! :) I was
looking to compare draft **#saastratplan**'s vision statement to that of
current plan.
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4:59 PM - 26 Apr 13 from Richmond, VA · Details

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10:36 AM - 24 Apr 13 · Details

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simms toomey @simmstoomey   24 Apr

at a loss for words after tweeting on & on abt #**saastratplan**'s vision 10 days ago, reading & re-reading draft, tactics, strategies, etc. :(

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12:00 AM - 24 Apr 13 · Details

Reply to @simmstoomey

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simms toomey @simmstoomey   23 Apr

My (forthcoming) comments on #**saastratplan** will likely only echo others'! I'm thinking "strength in numbers" isn't such a bad thing. :)

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7:01 PM - 23 Apr 13 · Details

Reply to @simmstoomey

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brittany turner @brittaful   22 Apr

If you haven't given feedback on #**saastratplan** yet, please do so! Lots of good comments in various forums - tinyurl.com/bpm7eq6

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1
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12:53 PM - 22 Apr 13 · Details

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12:43 PM - 22 Apr 13 · Details

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brittany turner @brittaful   9 Apr
@griffingate @eiratansey @cassieschmitt "Opanda" sounds
cute as hell. I'll use that one.
Expand

brittany turner @brittaful   9 Apr
@griffingate @eiratansey @cassieschmitt it would be helpful to
add digi pres part 2.5... too good for one hour! #aserl @ASERLJEB
Expand

Eira Tansey @eiratansey   16 Apr
@brittaful @griffingate @cassieschmitt Y'all doing the webinar
today? & Q for y'all: Do u have any structure right now 4 acq. born-
digital?
Expand

Eira Tansey @eiratansey   16 Apr
@brittaful @griffingate @cassieschmitt Asking b/c right now I
have NO institutional structure/support to manage anything
Expand

brittany turner @brittaful   16 Apr
@eiratansey ill be there! And NO!!! But I think my org is a weird
situation.
Expand

Eira Tansey @eiratansey   16 Apr
@brittaful Specifically, my comments concerning #saastratplan
2.1 and a particular expansion of DAS program I'd like
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Jackie Dooley @minniedw   1h
@simmstoomey try again--I just got it using yr link.
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simms toomey @simmstoomey   30m
@minniedw Thx & glad it seems to be working now! :) I was
looking to compare draft #saastratplan's vision statement to that of
current plan.
Expand

Steve Ammidown @stegan   10 Apr
shared my $.02 on #**saastratplan**, how about you? My point- I
see points about cont. ed, but not about MLIS ed.
offtherecord.archivists.org/2013/04/09/inf…

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