

DRAFT REVISION

**BASED ON EXECUTIVE COMMITTEE REVIEW/DISCUSSION
(12/09)**

**Society of American Archivists
Strategic Priority Outcomes and Activities, FY 2010 – FY 2013**

SAA's strategic planning process is ongoing. At its February and May 2009 meetings, the SAA Council reviewed, discussed, and modified SAA's strategic priorities and developed new "desired outcomes" and activities to address the priorities in fiscal years 2010–2013. Council members agreed to retain the top three strategic priorities – technology, diversity, and public awareness/advocacy – that were originally identified as challenges to the profession in 2005, but chose to revise the issue statement associated with each priority. Their discussions, as well as work done by a subgroup of Council members and staff in March and April 2009, yielded new desired outcomes for each priority and new measurable activities to address them.

In addition, the Council adopted a new technology outcome that addresses SAA's internal workings: "SAA will make increasingly effective use of current and emerging technology, such as social networking tools, in order to enhance communication with internal and external audiences and stimulate collaboration among its constituents."

A call for feedback on the strategic plan was issued to all members – as well as to component groups, allied groups, and others – in June 2009, yielding suggestions for changes, clarifications, and enhancements from seven members and/or component groups. In addition, the strategic priorities were one topic of discussion at the SAA Leadership Forum held in conjunction with *Sustainable Archives: AUSTIN 2009* on August 12.

Since August, SAA President Peter Gottlieb and the Executive Committee have revised the measurable activities slightly to reflect their best judgments about what can be accomplished, and the staff has developed action plans based on the revised activities. This "final" draft of the Strategic Plan for 2010 – 2013 will be published following the February 2-4, 2010, Council meeting, with an expectation that member input will be sought and the Council will continue to review and revise the plan over time....

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Strategic Priority #3 Public Awareness/Advocacy begins on page 24.

Strategic Priority #1: Technology

Issue Statement: Rapidly changing information technologies challenge archival principles, practices, and communication protocols, demanding effective leadership from the archives community to access, capture, and preserve records in all formats.

Desired Outcome #1: SAA will provide education and training to its members to ensure that they are aware of relevant standards and adopt appropriate practices for appraising, capturing, preserving, and providing access to electronic records.

Measurable Activities:

- a. Survey SAA members to determine their perceived needs for training in appraising, capturing, preserving, and providing access to electronic records. (FY 2010)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Evaluate and report out on existing survey data and attendee feedback re perceived needs in this content area.	De Sutter Education Committee	August 2009 December 2009	None
Develop survey questions.	Education Committee Vet through experts in ERS	October 2009 January 2010	None
Select survey mechanism.	De Sutter Doyle	October 2009 January 2010	None
Disseminate survey to appropriate group(s).	De Sutter Doyle	November 2009 February 2010	None, assuming free survey instrument
Tabulate results and prepare evaluative report / recommendations for Council consideration.	Education Committee De Sutter	January 2010 Council meeting March 2010	None

- b. Seek input from SAA committees, sections, and roundtables for leadership and guidance about providing education on appraising, capturing, preserving, and providing access to digital records. (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Evaluate and report out on existing data collected from committees, sections, and roundtables on this subject.	De Sutter Education Committee	August 2009 December 2009	None
Based on existing data and results of member survey, consider need for further solicitation of information.	De Sutter Education Committee Council	August 2009 March 2010	None
If appropriate, field survey to component groups; report to Council on results/ recommendations.	De Sutter Education Committee Council	April 2010; May 2010 Council meeting	None, assuming free survey instrument

- c. Survey instructors, participants, and organizers of SAA's 2006-2009 Electronic Records Summer Camp offerings to determine whether participation in the program has had an impact on their practices, and analyze survey results to determine areas for improvement. (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Evaluate and report out on existing data collected from instructors, participants, and organizers.	De Sutter	November 2009 January 2010	None
Based on existing data, consider need for further solicitation of information.	Council	January 2010 February 2010	None
If additional data are needed, develop survey questions.	Education Committee De Sutter ERSC Instructors	February 2010	None

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Select survey mechanism.	De Sutter Doyle	February 2010	None, assuming free survey instrument
Disseminate survey to ERSC graduates.	De Sutter Doyle	March 2010	None
Tabulate results and share with ERSC instructors.	Education Committee De Sutter	April 2010 (and ongoing)	None

- d. Modify Electronic Records Summer Camp offering based on feedback from past participants and results of member needs survey (Activity a). (FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Implement changes and monitor via continuous feedback loop.	De Sutter ERSC Instructors Education Committee	July 2010 and ongoing	Dependent on feedback

- e. Develop and test a multi-year coordinated program to address members' needs for education and training in electronic records appraisal, capture, preservation, and access. (FY 2011)
- f. Implement a coordinated program to address members' needs for training in electronic records preservation and access. (FY 2012)
- g. Solicit development of additional literature targeted to member needs in the area of digital records. (FY 2011)
- h. Evaluate results and modify program to address members' feedback. (FY 2013)

Desired Outcome #2: SAA will develop standards, or endorse appropriate standards developed by other organizations, to improve the appraisal, capture, and preservation of, and access to, born-digital records, and will promulgate those standards to the archives community.

Measurable Activities:

- a. Endorse and publicize the International Standards Organization’s “Trusted Digital Repositories” standard. (FY 2010 – FY 2011)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Obtain draft standard from ISO; determine how SAA can disseminate legally.	Doyle	July 2009 January 2010	Cost (if any) to purchase ISO standard
Determine which SAA unit(s) will vet the ISO standard for Council endorsement.	Executive Committee	July/August 2009 February 2010	None
Oversee dissemination and comment on standard.	Standards Committee (include ERS, Preservation Section, RMRT, etc)	September – November 2009 February – May 2010	None
Prepare recommendation for Council endorsement.	Standards Committee, Staff	January 2010 Council meeting August 2010	None
Disseminate standard (as permitted) via existing means.	Staff	February 2010 September 2010	None

- b. Provide an effective online mechanism to share news and information about existing or developing best practices and standards for electronic records, imaging, and metadata, including commentary on such practices and standards. (FY 2010 – FY 2011)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Appoint a work group to develop a project plan that outlines how these desired outcomes can be embedded in Drupal.	Executive Committee	August 2009 January 2010	None
Conduct a work group meeting to develop project plan.	Group Doyle	October 2009 March 2010	FY 2010 Governance Budget: \$5,430 (Program 108, Activity 2.a.)
Determine a funding mechanism for "standards portal" on SAA website.	Group to propose, Council to approve approaching funding agency	January 2010 Council meeting August 2010	None
Apply for NHPRC or other appropriate grant.	Grant writer Beaumont Jurczak	May 1, 2010, deadline October 7, 2010, deadline	FY 2010 Governance Budget: \$2,000 (Program 108, Activity 2.b.) FY 2011 Budget
Contract with vendor.	Doyle Common Places	September 2010 January 2011	FY 2011 Budget
Develop contextual content	Standards Committee Staff	September – December 2010 January – April 2011	
Implement technical mechanism for portal.	Doyle Common Places	January 2011 April 2011	TBD
Populate portal with standard; disseminate to SAA members and external groups.	Standards Committee Staff	Beginning February 2011 August 2011	TBD

- c. Provide education (including case studies and model implementation plans) to repositories and their representatives on the requirements to become [or use] a trusted digital repository. (FY 2011 – FY 2012)

- d. Determine baseline of member and nonmember institutions (repositories) that may qualify for ISO certification as a "trusted digital repository." (FY 2011)

- e. Develop and implement a program to recognize trusted digital repositories, including a “Find a Trusted Digital Repository” online resource. (FY 2012)

Desired Outcome #3: SAA will make increasingly effective use of current and emerging technology in order to enhance communication with internal and external audiences and stimulate collaboration among its constituents. [Internal Radar Screen]

Measurable Activities:

- a. Working with a contractor, redeploy SAA’s website using the Drupal content management system. (FY 2010–FY 2011)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Draft specifications and implement transition to Drupal.	Doyle Common Places Impact Solutions	January – September 2009 January 2009 – January 2010	FY 2010 Capital Budget: \$45,000 (Capital Budget, Activity 5)

- ~~b. Establish a “Technology Futures” task force (or reconstitute existing group[s]) to 1) provide an environmental scan of the current and emerging technology landscape among professional associations and 2) advise the SAA Council, staff, and members on new developments and tools for their applicability to SAA and the archives profession, including appropriate policies, protocols, and enforcement mechanisms for participation in SAA-sponsored social networking sites. (FY 2010 – FY 2011)~~

- b. Reconstitute the Website Working Group as the “Communications Technology Working Group” in order to: 1) conduct an environmental scan of communication technologies currently in use by SAA and assess their effectiveness; 2) propose appropriate policies, protocols, and/or compliance mechanisms in order to enhance the use of these technologies by SAA’s constituents; 3) promote adoption of those policies, protocols, and compliance mechanisms; and 4) identify emerging communication technologies and advise the SAA Council, staff, and members on how to apply them effectively to the needs of SAA and the archives profession. (FY 2010 – FY 2011)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Draft description for Communications Technology WG to include charge, purpose, composition, duties, terms of service, and reporting mechanisms. Consider incorporating language from Measurable Activity (e.g., environmental scan) into charge; disband Website Working Group with thanks.	Gottlieb Executive Committee Beaumont Doyle	April 2010	No budget implications using in-house technology
Approve description of Working Group.	Council	May 2010	None
To appoint Working Group: 1) publish revised charge on website with call and deadline for volunteers; 2) make appointments; 3) convene WG and set up appropriate electronic tools.	Tibbo Doyle	1) June 2010 2) June 2010 3) July 2010	None
To conduct scan: 1) review and create an index of existing communication technologies, projects, reports, documentation, policies, protocols, and procedures in use by SAA, by official component groups, and by ad hoc member groups; 2) meet at DC 2010 to discuss and analyze findings.	Working Group Doyle	1) July – August 2010 2) August 2010	None

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Group to 1) identify priority areas and analyze functional gaps between SAA's officially sponsored communications technology and constituent needs and/or user practices; collect additional information as needed; 2) submit recommendations to the Council, including protocols, compliance mechanisms, and advice on how to manage oversight.	Working Group Doyle	1) September – November 2010 2) December 2010	None

- c. Based on ~~task force~~ **working group** recommendations and with Council approval, develop an SAA presence on appropriate social networking sites. (FY 2010)
[NOTE: This activity was begun in July 2009 with SAA presence on Facebook and Twitter and is ongoing. No direct costs.]
- d. Based on ~~task force~~ **working group** recommendations and experience with Drupal development, and with Council approval, acquire additional technologies as needed that will further enable member collaboration and enhance SAA's communication with internal and external audiences. (FY 2010–FY 2013). [NOTE: This activity is ongoing. Direct costs to be determined based on recommendations.]
- e. As a prototype/proof of concept, record and provide audio and video podcasts of appropriate 2009 Annual Meeting sessions (e.g., plenaries). (FY ~~2009~~ 2010)
[NOTE: This activity was begun at Austin 2009 with videotaping and podcasting (via SAA's Facebook page) of two plenary sessions, one education session, and several person-on-the-street interviews. Direct costs of plenary and education session videotaping totaled \$4,400. There were no direct expenses associated with podcasting.]

f. Apply for IMLS funding to support virtual access to annual meeting (FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Conduct scan of assns to determine possible/likely impact of virtual meeting access on Annual Meeting revenue.	Felker Jurczak	August 2010	
If deemed appropriate, identify potential grant writers and hire a writer to prepare an IMLS grant.	Executive Committee Beaumont	September 2010	FY 2011 Budget: \$2,000 for grantwriter
Following consultation with all appropriate parties (e.g., Comm Tech WG, meeting planners) and review by Executive Committee of key narratives, submit grant to IMLS (assuming no other, higher priority grant proposal is being submitted during same cycle).	Grant writer Executive Committee Beaumont Jurczak	December 2010	

g. Based on evaluation of outcome of activities e. and f. (participant feedback, cost/benefit analysis), consider broadening opportunities to participate in the Annual Meeting via current and emerging technologies. (FY ~~2010~~ 2011 – FY 2013)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Work plan to come based on evaluation of activities e. and f.			

- h. Enable virtual participation in traditional-format workshops and other educational offerings. Evaluate participation and satisfaction. (FY 2013)
- i. Using Drupal, deploy revenue-based electronic publishing of monographs, complete with authenticated access based on completed transactions. (FY 2012)

Strategic Priority #2: Diversity

Issue Statement: The relevance of archives to society and the completeness of the documentary record hinge on the profession’s success in ensuring that its members, the holdings that they collect and manage, and the users that they serve reflect the diversity of society as a whole.

Desired Outcome #1: The Mosaic Scholarship will evolve into a program that encompasses a broad set of activities, including conference attendance, enhanced mentoring, and cohort development, and the number of Mosaic Scholarships that SAA (and/or the SAA Foundation) offers will increase to ten by FY 2013

Measurable Activities:

- a. Charge an appropriate appointed group (the Diversity Committee, the Mosaic Scholarship Award Committee, or a newly formed Mosaic Scholarship Enhancement Task Force) to coordinate work. (FY 2010)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Consider reconstituting the Diversity Committee to include stakeholders from, e.g., AACRT, NAAR, LACCHA, LAGAR (recommended by the respective component’s chair), cycled so that one stakeholder appointee rotates on/off per year.	Council Diversity Committee Doyle	February 2010	None

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Appoint and charge a work group comprising one Awards Committee co-chair, Diversity Committee chair, Mosaic Scholarship Subcommittee chair, and a component group rep to develop a 3-year work plan for expanding the Mosaic Scholarship program per the desired outcome, with a draft to the Council by May 2010.	Tibbo Work Group Staff	May 2010	Conference calls

- b. Consult with allied organizations, such as the American Library Association and Association of Research Libraries, to develop program models for consideration. (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Work group to meet via conference call to assign tasks re information and data collection prior to meeting.	Work Group Staff	February 2010	Nominal
Collect data and discuss.	Work Group Staff	March 2010	None
Report results, prepare recommendations for the Council.	Work Group Staff	May 2010	None

- c. Identify target audiences and expand publicity for Mosaic Scholarship to stimulate applications and ensure a strong applicant pool. (FY 2010)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Convene conference call of work group members to discuss enhancing current publicity efforts. (See Council item 0509-V-M-Mosaic for 2008 publicity efforts.)	Work Group Brinati	September – October 2009	Nominal
Implement enhanced publicity efforts.	Mosaic Scholarship Committee Brinati	September 2009 – February 2010 and ongoing	None

- d. Articulate a vision of an expanded program and determine associated costs. (FY 2010)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Work group meets to discuss results of Activity b., prepare report and recommendations for Council consideration.	Work Group Staff	March – April 2009 March – April 2010	FY 2010 Governance budget: \$5,430 (Program 108, Activity 3.a., Diversity Comm meeting)
Council to consider work plan at May 2010 meeting.	Council Staff	May 2010	

- e. **NEW ACTIVITY:** Apply for IMLS funding for initial expansion of Mosaic scholarship program. (FY ~~2010~~ 2011)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Discuss parameters for scholarship program (key audiences, scholarship vs fellowship vs internship, involvement of graduate programs vs undergraduate programs, etc).	Tibbo Council	February 2010	
Refine specific aspects of proposal to ensure good understanding by prospective grant writer(s).	Tibbo Council	May 2010	
Identify prospective grant writers, select one via appropriate process based on Council discussions.	Tibbo Beaumont	July 2010	
Submit grant proposal to IMLS following review of key narratives by Executive Committee.	Grant writer Executive Committee Beaumont Jurczak	December 2010	

- f. Charge the Foundation **Fundraising Development** Committee to consider means for developing a funding stream to support scholarships (including grants, giving opportunities, bequests, etc.). (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Charge Foundation Development Committee to develop recommendations, with report to May 2010 Foundation Board meeting.	Development Committee Foundation Board Staff	May 2010	Nominal, for conference call(s)
Implement recommendations as appropriate.	Development Committee Foundation Board Staff	July 2010 and ongoing	To be determined

- g. Implement recommendations for fundraising. (FY 2011 – FY 2013)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Implement recommendations as appropriate. (Specifics pending outcome of Activity f.)	Development Committee Foundation Board Staff	TBD	TBD

- h. Develop networking and internship opportunities for scholarship recipients. (FY 2011 – FY 2013)
- i. Establish a mentoring program for Mosaic Scholars. (FY 2012)
- j. Develop a leadership workshop targeting diverse archivists and other SAA Members members, using employing Mosaic scholars and Diversity Award winners as prospective teachers instructors.
- k. Meet annually with award recipients to determine the impact of the scholarship on their career and how the scholarship might be modified or enhanced to meet future students’ needs. Use positive experiences as publicity to attract future applicants. (FY 2011-FY 2013)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Contact all previous award recipients in advance of Annual Meeting(s) to determine availability for meeting. Arrange phone discussions with those who can't attend.	President Beaumont	Early spring of each year	None
Report to the Council on Scholars’ impressions and feedback.	President Mosaic Scholarship Committee chair Beaumont	Fall of each year	None
Modify Scholarship requirements, publicity as needed in continuous feedback loop.	Council Mosaic Scholarship Committee Staff		TBD

Desired Outcome #2: Identify and promote existing models and develop new methods for assisting archives and archivists to diversify the documentary record within their repositories and to promote archives to diverse communities.

Measurable Activities:

- a. Develop ~~an a-2010~~ Annual Meeting session on methods for documenting under-documented communities. (FY 2010 – FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Notify Program Committee chair(s) of intent to include on program an invited session on this topic.	Gottlieb Beaumont	August 2009	None
Contact prospective presenter(s) regarding interest, availability, qualifications, desired outcomes of session.	Gottlieb Beaumont	December 2009	None
Once presenter is selected, notify Program Committee chairs and publicize session.	Gottlieb Beaumont	February 2010	Possibility of financial support for presenter, if necessary

- b. Issue an RFP for a ~~ne~~-publishing project on how to ensure the documentation of diverse communities. (FY 2010) **[NOTE: The Publications Board has contracted with editors Mary Caldera and Kathryn Neal, together with more than 24 contributors, for *Archives Diversity Reader*, a book that will cover such topics as “Understanding, Selecting, and Obtaining the ‘Record’ of a Diverse Society,” “Identity and Inclusion in the Archives: Challenges of Documenting One’s Own Community,” “Diversity in the Archival Context,” “Connecting to Marginalized Groups Through Web 2.0,” and “Family and Community Archives.” The publication is projected to be available by 2012.**

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Issue request for proposal incorporating all requirements. Target publication date: June 2013.	Publications Board	February 2010	No costs associated with issuing RFP. Costs of author honoraria, production, distribution TBD and funded from Publications Fund.

- c. Develop and begin offering a workshop that instructs archivists in 1) best practices for promoting archives and the archival archives profession to diverse communities and 2) for identifying specific projects that may be of interest to the communities. (FY 2012 – FY 2013)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Identify which group(s) / individuals are best qualified to determine "best practices" for promoting archives and the profession to diverse communities; solicit participation and assign task.	Council	May 2010	None
Convene group via conference call(s) to discuss charge, assign research and compilation tasks.	Executive Committee Staff	June – September 2010	Nominal
Review recommendations of work group and "adopt" best practices.	Standards Committee [?] Council	May 2011	None
Charge Education Committee and staff to develop workshop based on	Council	August 2011	None

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
best practices.			
Identify developer(s) / instructor(s) to develop and present the workshop.	Education Committee Staff	October 2011	None
Provide first offering in conjunction with 2012 Annual Meeting.	Education Committee Instructor(s) Staff	August 2012	\$3,000 for pre-conference program \$4,000 - \$5,000 for web seminar

- d. Develop and promote successful outreach initiatives that bring archivists into partnership with communities to promote the value of archives and to teach methods for managing and preserving records. (FY 2012)

Desired Outcome #3: In cooperation with appropriate communities, develop SAA guidelines and resources on managing cultural property that will assist the broader archives community in dealing with cultural property issues. [NOTE: Per the Executive Committee: The Cultural Property WG should take responsibility for activities a-c and e. In reality, as the Working Group's work progresses, it will change the other activities we defined in the June 2009 draft.]

Measurable Activities:

- a. Identify allied professions/professionals and others whose practices could be considered. (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
	Cultural Property WG		

- b. Appoint an individual or group to work with the American Library Association on its Traditional Cultural Expressions initiatives and make recommendations regarding additional tasks that SAA might undertake to advance this outcome. (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
	Cultural Property WG		

- c. Identify major national/international initiatives. (FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
	Cultural Property WG		

- d. Establish an online clearinghouse of information about managing cultural property, gathered from multiple sources. (FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
	Cultural Property WG Staff		

- e. Enter into proactive communication with communities that have created cultural property to share views and, if possible, develop protocols that define mutually

acceptable standards for care, access, and use of cultural material. (FY 2010 – FY 2012)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
	Cultural Property WG		

- f. Identify key cultural property texts and add to the SAA online bookstore. (FY 2010)
- g. Create resources and tools, such as case studies and model policies, that could assist archivists in collecting and developing access policies for property from other cultures. (FY 2011)
- h. Identify and develop appropriate terminology on cultural property issues and include in SAA's *A Glossary of Archival and Records Terminology*. (FY 2011 – FY 2012)
- i. Promote cultural property issues through the development of annual meeting sessions and articles in *American Archivist* and *Archival Outlook*. (FY 2011 – FY 2013)

Desired Outcome #4: SAA will define diversity, develop new programs, and enhance existing programs that promote diversity as a value while fostering an organizational environment of inclusiveness.

[NOTE: The question of “defining diversity” has arisen frequently since the Council adopted Desired Outcome #4 in August 2009. In an attempt to fast-track development of a Diversity Award, for example, the Executive Committee and staff were stymied by the need to first “define diversity.” In a conference call with the Diversity Committee, Beaumont and Doyle explained that it was likely that the Diversity Committee would be assigned the task of “defining diversity” for Council consideration and adoption. Committee members acknowledged the daunting scope of the question and expressed concern about creating “laundry lists” as well as the exclusivity that may be implied by any given definition. Some commented that it would be important to ground any definition in a survey of members so that it truly reflects SAA’s priorities and not merely the opinions of a small group of leaders. Council Liaison Deborra Richardson acknowledged these concerns but affirmed the need for SAA to qualify what it means by diversity in order to properly identify goals and achieve them. Doyle suggested that the committee might consider certain questions of principle that would help define the function of diversity efforts for SAA and the profession, including:

- To what degree should diversity efforts be regarded as “compensatory” in nature? That is, is defining diversity about righting historical wrongs and/or accommodating some existing inequity? Conversely, should diversity efforts be regarded as primarily “enriching” in nature, which does not necessitate compensation per se, but simply suggests that a variety of perspectives benefit the intellectual life of the community? (The answers to these questions may inform discussions on such issues as geographical diversity, institutional diversity, diversity of practice, etc.)
- Are there particular areas within the profession in which compensation and/or enrichment are needed?
- Bear in mind that strategic initiatives are intended to redress some threat and/or challenge to the community. What is in jeopardy when it comes to diversity? If SAA had no Diversity Committee and no such initiatives, what would be lost?

Measurable Activities:

- a. Ensure that SAA’s Equal Opportunity/Non-Discrimination Policy remains up to date and widely available to SAA members and the profession at large.

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Conduct an annual review of the Equal Opportunity/ Non-Discrimination Policy to ensure that it remains up to date.	Council Staff	Annual review at Winter Council meeting	None
Make policy available in an easy-to-find location on the SAA website.	Staff	Ongoing	None

- b. Establish and give an annual Diversity Award to both an individual and a repository.
(FY 2010 – FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Determine qualifications for Diversity Award based on SAA-adopted definition of diversity.			

- c. Develop a cultural competencies framework as it relates to archivists and the archives profession. (FY 2012 – FY 2013)

Strategic Priority #3: Public Awareness / Advocacy

Issue Statement: Archivists must take an active role in promoting the importance of archives and archivists in order to increase public support, shape public policy, and obtain the resources necessary to protect the accessibility of archival records that serve cultural functions as well as ensure the protection of citizens’ rights, the accountability of organizations and governments, and the accessibility of historical records.

Desired Outcome #1: Adopt and begin implementation of a legislative agenda for FY 2010 – FY 2013 that establishes desired outcomes and sets priorities for their accomplishment.

Measurable Activities:

- a. Adopt a legislative agenda based on a proposal drafted by the Government Affairs Working Group, with input from SAA leaders, members, and others. (FY 2010)

STRATEGIES What specific tasks, steps, elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups; ID lead person who is accountable.	TIMEFRAME Estimated completion date for the strategy.	RESOURCES NEEDED Costs associated with the specific strategy.
Draft an Advocacy Agenda for member feedback, Council review and approval.	Boles GAWG Beaumont	June – August 2009	None
Direct GAWG to draft Advocacy Agenda issue briefs, for Council review and approval: <ul style="list-style-type: none"> • Public’s access to information (e.g., declassification); • Public’s right to timely and reasonable use of information (e.g., copyright); • Public’s right to personal privacy; • Public’s need for comprehensive, comprehensible historical record; 	Boles / Gottlieb Frusciano GAWG Members Beaumont	August 2009 – May 2010	Nominal for conference call(s)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
<ul style="list-style-type: none"> Public's need for strong institutional stewardship of American historical record 			
Publish and publicize (to members, media, public) issue briefs as they are vetted and as the need arises due to legislative calendars and media and policymaker queries.	Staff	As available and ongoing	None

- b. Once a legislative agenda is adopted, develop activities associated with each desired outcome that are most likely to lead to its accomplishment. (~~FY 2010~~ FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Once issue briefs are developed (including "Action Needed" section in each), direct GAWG to propose a work plan for each high-priority issue that would be most likely to lead to satisfactory resolution of the issue.	GAWG Council Staff	August 2010	Nominal for conference call(s)

- c. Determine resources needed to accomplish each activity (including both direct expenses and volunteer and staff time). (FY 2010)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Include in work plans (activity b) estimates of direct and indirect (volunteer and staff time) expenses.	GAWG Finance Committee Council Staff	August 2010	Nominal for conference call(s)

- d. Develop a realistic three-year timeline for accomplishment of activities. (FY 2011)

STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
What specific tasks, steps, elements are involved?	Specific members, staff, appointed groups; ID lead person who is accountable.	Estimated completion date for the strategy.	Costs associated with the specific strategy.
Based on Council discussion and adoption of work plans, GAWG to develop a proposed timeline.	GAWG Council Staff	February 2011	TBD
Based on timeline, include activities in draft FY 2012 budget.	Treasurer Staff	May 2011	TBD
Implement activities.	All	Per adopted timeline and budget	TBD

- e. Develop a three-year budget plan associated with the legislative agenda, and build into SAA's annual budget related portions of the three-year plan. (FY 2012)

Desired Outcome #2: Identify the top three strategic opportunities for SAA to increase public awareness of archives and archivists, implementing those activities that show the greatest promise for success or expanding existing programs that have been shown to be successful.

Measurable Activities:

- a. Develop an appropriate volunteer structure (e.g., permanent committee or working group) to carry on work associated with this outcome. (FY 2010)
- b. Measure effectiveness of current SAA public awareness activities (e.g., survey members regarding their use of the American Archives Month Public Relations Kit to determine both usage and usability) and refine products based on feedback. Develop feedback mechanisms to determine ongoing usefulness of activity(ies). (FY 2011)
- c. Identify potential public awareness opportunities, assess value, and compare potential opportunities with current activities, adopting and developing those programs with the greatest strategic potential and abandoning programs with lesser potential. (FY 2011–FY 2013)

Desired Outcome #3: Develop a common statement that SAA members can use to describe “who we are,” “what we do,” and “the value of archives” and instruct SAA members in how to put this information to use with policy makers, donors, patrons, and others.

Measurable Activities:

- a. Upon adoption of an SAA Values Statement (assigned to a task force in February 2009), disseminate the statement to SAA members and others as appropriate. (FY 2011)
- b. Based on the information contained in the Values Statement, assign to an appropriate group (e.g., the group created in activity 2.a. above) responsibility to build statements of “who we are,” “what we do,” and “the value of archives” using persuasive language that will resonate with the public and policy makers. (FY 2012)
- c. Publicize the common statements broadly to SAA members and encourage their use when speaking to non-archivists. (FY 2012)
- d. Track usage by creating a voluntary reporting program with a goal of having 5% of membership reporting usage by 2013. As part of the voluntary reporting system create a feedback loop regarding ways statements can be improved. (FY 2013)

Desired Outcome #4: Create an information source that supplies archivists with qualitative information about the importance of archives and archivists and that can be used by archivists as a resource when explaining the importance of their profession.

Measurable Activities:

- a. Assign responsibility for this outcome to the permanent group created in activity 2.a. above. (FY 2010)
- b. Develop, solicit, or repurpose from another source qualitative stories documenting the important achievements of archives and archivists. Locate and publicize (e.g., via the SAA website) a minimum of 12 stories per year. (FY 2011–FY 2013)
- c. Include information (written and video) regarding “why I joined the profession.” [See also Technology Outcomes and Activities, #3.] (FY 2011–FY 2013)
- d. Publicize via the American Archives Month Public Relations Kit and the SAA website. (FY 2011–FY 2013)

Desired Outcome #5: Develop and disseminate a toolkit to measure return on investment of the archives in various archival settings (e.g., government, academic, and private sectors).

Measurable Activities:

- a. Investigate existing models for measuring return on investment of professional services, and identify potential components of a toolkit that would assist members in such measurements. (FY 2011)
- b. In consultation with one or more experts on measuring return on investment, develop formulas, formats, and mechanisms that would enable archivists to quantify the contribution of the archives to its parent organization’s bottom line. (FY 2011)
- c. Refine toolkit components via a limited-distribution beta test. (FY 2012)
- d. Establish an online mechanism for collection and compilation of metrics submitted by toolkit users. (FY 2012)
- e. Produce, distribute, and promote use of the toolkit to SAA members and the broader archives community. (FY 2012)
- f. Compile metrics in a national database that may be accessed by appropriate audiences. (FY 2013)
- g. Evaluate effectiveness of toolkit and refine as needed. (FY 2012–FY 2013)