

**Society of American Archivists
Council Meeting
August 10, 2009
Austin, Texas**

**Report: Indirect Costs Associated with
Strategic Priority Activities
(Prepared by Nancy Beaumont)**

BACKGROUND

At its February 2009 meeting, 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. Their discussions, as well as work done by a subgroup of Council members and staff in March and April, yielded new desired outcomes for each priority and new measurable activities to address them. FY 2010 activities were accounted for in the budget that was adopted by the Council in May 2009.

Council members and staff have had an ongoing discussion about the indirect costs associated with accomplishing strategic priority activities – and particularly the "value" of volunteer and staff time. This report represents an initial attempt to lay out assumptions about calculating indirect costs associated with these activities.

ASSUMPTIONS

Although staff members' time and the dollar value of that time can be calculated (as it has been calculated for grant proposals), the calculation of volunteers' time spent on SAA activities is a bit more challenging. For the purposes of initiating the discussion of indirect expenses associated with the strategic priorities – and possibly a broader discussion later of the total value contributed to SAA by volunteers – we have made the following assumptions.

- Based on the A*CENSUS survey results from 2003, the approximate mean salary for all respondents = \$49,329.
- Applying a multiplier of 10% (total) to account for modest salary increases from 2003 to 2009, the approximate mean salary for 2009 = \$54,260 (rounded).
- If we assume that the work year totals 1,950 hours (37.5 hours/week x 52 weeks), the average hourly rate for member-volunteers = \$27.82. For ease of calculation, I have rounded the number to \$30/hour.

- The average hourly rate for SAA staff = \$29.49. For ease of calculation, I have rounded the number to \$30/hour.

The overhead costs that may accompany volunteer and staff time (insurance and benefits, heat and lights, etc.) are not included in these calculations. By changing any of these assumptions, we can recalculate the indirect cost estimates associated with each FY 2010 strategic priority activity below.

ESTIMATES BY FY 2010 STRATEGIC PRIORITY ACTIVITY

[v = volunteers; s = staff; h = hours; w = weeks]

See the attached “Action Plan FY 2010” worksheets, which have been modified since May 2009 to include estimated indirect expenses in the “Resources Needed” column. A further assumption has been made that activities that require one hour or less are estimated at one hour.

The following summarizes the indirect expenses associated with each activity set.

Technology 1.a.: Endorse and publicize the ISO “Trusted Digital Repositories” standard = \$2,100.

Technology 1.b.: Provide effective online mechanism to share news/ information about existing and developing best practices and standards for electronic records, including commentary on such practices and standards = \$5,910.

Technology 2.a.: Survey SAA members to determine their perceived needs for mentoring and training in capturing, preserving, and providing access to electronic records = \$2,200.

Technology 2.b.: Seek input from SAA committees, sections, and roundtables for leadership and guidance about providing education on the preservation of and access to digital records = \$510.

Technology 2.c.: Survey instructors, participants, organizers of 2006-2008 Electronic Records Summer Camps to determine whether participation in the program has had an impact on their practices, and analyze survey results to determine areas for improvement = \$1,710.

Technology 3.a.: Working with a contractor, implement Drupal for SAA website CMS = \$12,600.

Technology 3.b.: Establish a “Tech Futures” TF to 1) provide an environmental scan of the current and emerging tech landscape among professional associations and 2) advise the Council, staff, and members on new developments and tools for applicability to SAA

and the archives profession, including policies, protocols, and enforcement mechanisms for participation in SAA-sponsored social networking sites = \$4,830.

Technology 3.c.: Based on TF/WG recommendations, establish presence on appropriate social networking sites = \$210.

Technology 3.e.: As a prototype/proof of concept, record and provide audio and video podcasts of appropriate 2009 Annual Meeting sessions (e.g., plenaries) = \$990.

TOTAL FOR TECHNOLOGY ACTIVITIES = \$31,060

Diversity 1.a.: Charge an appropriate appointed group (Diversity Committee or Mosaic Scholarship Award Subcommittee or newly formed Mosaic Scholarship Enhancement TF) to coordinate work = \$2,550.

Diversity 1.b.: Consult with allied organizations, such as the ALA and ARL, to develop program models for consideration = \$390.

Diversity 1.c.: Identify target audiences and expand publicity for Mosaic Scholarship to stimulate applications and ensure a strong applicant pool = \$1,320.

Diversity 1.d.: Articulate a vision of an expanded program and determine associated costs = \$2,490.

Diversity 1.e.: Charge the Foundation Fundraising Committee to consider means for developing a funding stream to support scholarships (including grants, giving opportunities, bequests, etc.) = \$1,560.

Diversity 2.a.: Issue an RFP for an e-publishing project re how to ensure the preservation of records of diverse populations. The project should involve surveying professional resources, including recent literature, workshop offerings, conference presentations/proceedings, successful existing models for collecting and/or preserving records of diverse populations, and the work of V. Chapman Smith = \$540.

Diversity 3.a.: Identify allied professions/professionals and others whose practices could be considered = \$210.

Diversity 3.b.: Appoint an individual or group to work with the ALA on its Traditional Cultural Expressions initiatives and make recommendations re other tasks that SAA might undertake to advance this outcome = \$240.

Diversity 3.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 = \$3,900.

Diversity 3.f.: Identify key cultural property texts and add to the SAA online bookstore = \$2,100.

Diversity 4.b.: Establish and give an annual diversity award to both an individual and a repository, beginning at the 2011 Annual Meeting = \$1,470.

TOTAL FOR DIVERSITY ACTIVITIES = \$16,770

PA/Advocacy 1.a.: Adopt a legislative agenda based on a proposal drafted by the Government Affairs Working Group, with input from SAA leaders and others = \$2,910.

PA/Advocacy 1.b.: Once a legislative agenda is adopted, develop activities associated with each desired outcome that are most likely to lead to its accomplishment = \$3,900.

PA/Advocacy 1.c.: Determine resources needed to accomplish each activity (including both direct expenses and volunteer and staff time) = \$2,070.

PA/Advocacy 1.d.: Develop a realistic three-year timeline for accomplishment of activities = \$3,120.

PA/Advocacy 2.a.: Develop an appropriate volunteer structure (e.g., permanent committee or working group) to carry on work associated with this outcome = \$3,270.

PA/Advocacy 4.a.: Assign responsibility for this outcome to the permanent group created in activity 2.a. = \$780.

TOTAL FOR PUBLIC AWARENESS/ADVOCACY ACTIVITIES = \$16,050

Action Plan FY 2010 / Technology Outcome #1

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

Strategic
Priority # 1: **Technology**

SAA will develop standards, or endorse appropriate standards developed by other organizations, to improve the capture of, preservation of, and access to born-digital records, and will promulgate those standards to the archives community. Benchmark: By 2013, 10% of the institutions from which SAA members are drawn and that work with born-digital records will comply with the ISO's trusted digital repositories standard.

Measurable
Outcome # 1:

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
1.a. Endorse and publicize the ISO "Trusted Digital Repositories" standard.	Obtain draft standard from ISO; determine how SAA can disseminate legally.	Doyle	July 2009	D: Cost (if any) to purchase ISO standard. I: 1s x 2h x \$30 = \$60
	Determine which SAA unit(s) will vet the ISO standard for Council endorsement.	Executive Committee	July/August 2009	I: 4v x 1h x \$30 = \$120
	Oversee dissemination and comment on standard.	Standards Committee (include ERS, Preservation Section, RMRT, etc)	September – November 2009	I: 8v x 4h x \$30 = \$960 + time for volunteers within units to review/comment
	Prepare recommendation for Council endorsement.	Standards Committee, Staff	January 2010 Council meeting	I: 1v x 4h + 7v x 1h x \$30 = \$840
	Disseminate standard (as permitted) via existing means.	Staff	February 2010	I: 1s x 4h x \$30 = \$120

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
1.b. Provide effective online mechanism to share news/information about existing and developing best practices and standards for electronic records, including commentary on such practices and standards.	Appoint a workgroup to develop a project plan that outlines how these desired outcomes can be embedded in Drupal.	Executive Committee	August 2009	I: 4v x 2h x \$30 = \$240
	Workgroup meeting to develop project plan.	Group, Doyle	October 2009	D: \$5,430 in FY 2010 Governance Budget (108, Act. 2.a.) I: 6v x 20h x \$30 = \$3,600 I: 1s x 25h x \$30 = \$750 I: 1s x 10h x \$30 = \$300
	Determine a funding mechanism for "standards portal" on SAA website.	Group to propose, Council to approve approaching funding agency	January 2010 Council meeting	I: 12p x 2h x \$30 = \$720
	Apply for NHPRC or other appropriate grant.	Grant writer, Beaumont, Jurczak	May 1, 2010, deadline	D: \$2,000 in FY 2010 Governance Budget (108, Act. 2.b.) I: 2s x 5h x \$30 = \$300
	Contract with vendor.	Doyle, Common Places	September 2010	FY 2011
	Develop contextual content.	Standards Committee, Staff	September – December 2010	FY 2011
	Implement technical mechanism for portal.	Doyle, Common Places	January 2011	FY 2011
	Populate portal with standard; disseminate to SAA members and external groups.	Standards Committee, Staff	Beginning February 2011	FY 2011

Action Plan FY 2010 / Technology Outcome #2

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 1: Technology**

**Measurable
Outcome # 2: SAA will provide education and training to its members to ensure that they are aware of relevant standards and adopt appropriate practices for capturing, preserving, and providing access to electronic records.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
2.a. Survey SAA members to determine their perceived needs for mentoring and training in capturing, preserving, and providing access to electronic records.	Evaluate and report out on existing survey data and attendee feedback re perceived needs in this content area.	De Sutter	August 2009	I: 1s x 5h x \$30 = \$150
	Develop survey questions.	Education Committee, vet through experts in ER	October 2009	I: 10v x 2h x \$30 = \$600 I: 1s x 4h x \$30 = \$120
	Select survey mechanism.	De Sutter, Doyle	October 2009	I: 2s x 2h x \$30 = \$130
	Disseminate survey to appropriate group(s).	De Sutter, Doyle	November 2009	D: None, assuming free survey instrument I: 2s x 4h x \$30 = \$240
	Tabulate results and prepare evaluative report / recommendations for Council consideration.	Education Committee, De Sutter	January 2010 Council meeting	I: 1v x 6h + 10v x 2h x \$30 = \$780 I: 1s x 6h x \$30 = \$180

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
2.b. Seek input from SAA committees, sections, and roundtables for leadership and guidance about providing education on the preservation of and access to digital records.	Evaluate and report out on existing data collected from committees, sections, and roundtables on this subject.	De Sutter	August 2009	I: 1s x 5h x \$30 = \$150
	Based on existing data, consider need for further solicitation of information.	Council	August 2009	I: 12v x 1h x \$30 = \$360
2.c. Survey instructors, participants, organizers of 2006-2008 Electronic Records Summer Camps to determine whether participation in the program has had an impact on their practices, and analyze survey results to determine areas for improvement.	Evaluate and report out on existing data collected from instructors, participants, and organizers.	De Sutter	November 2009 (to include July 2009 offering)	I: 1s x 5h x \$30 = \$150
	Based on existing data, consider need for further solicitation of information.	Council	January 2010	I: 12v x 1h x \$30 = \$360
	If additional data are needed, develop survey questions.	Education Committee, vet through ERSC instructors	February 2010	I: 10v x 2h x \$30 = \$600 I: 1s x 4h x \$30 = \$120
	Select survey mechanism.	De Sutter, Doyle	February 2010	D: None, assuming free survey instrument I: 2s x 2h x \$30 = \$120
	Disseminate survey to ERSC graduates.	De Sutter, Doyle	March 2010	I: 2s x 4h x \$30 = \$240
	Tabulate results and share with ERSC instructors.	Education Committee, De Sutter	April 2010 (and ongoing)	I: 1s x 4h x \$30 = \$120

Action Plan FY 2010 / Technology Outcome #3

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 1:** **Technology [Internal Radar Screen]**

**Measurable
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.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
3.a. Working with a contractor, implement Drupal for SAA website CMS.	Draft specifications and implement transition to Drupal.	Doyle Common Places Impact Solutions	January – September 2009	D: \$45,000 (FY 2010 Capital Budget, Act. 5) I: 1s x 300h + 6s x 20h x \$30 = \$12,600
3.b. Establish a "Tech Futures" TF to 1) provide an environmental scan of the current and emerging tech landscape among professional associations and 2) advise the Council, staff, and members on new developments and tools for applicability to SAA and the archives profession,	Discuss and draft charge outlining group composition, duties, terms of service, and reporting mechanisms. Consider respective roles of this group and WWG, with possibility of folding two groups together. (Note: Ongoing nature of tasks may imply need for working group rather than TF.)	Gottlieb Executive Committee Beaumont Doyle Website Working Group (optional)	June 2009	I: 1v x 2h + 4v x 2h + 6v x 2h x \$30 = \$660 I: 1s x 4h + 1s x 2h x \$30 = \$180

MEASURABLE ACTIVITY Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
including policies, protocols, and enforcement mechanisms for participation in SAA-sponsored social networking sites.				
	To appoint TF: 1) Publish TF charge on website with call and deadline for self-nominations; 2) make appointments; 3) convene TF and set up appropriate electronic communication tools, teleconferences, etc.	Gottlieb Beaumont Doyle	1) July 2009 2) July 2009 3) August 2009	D: No budget implications using in-house technology I: 1v x 4h x \$30 = \$120 I: 1s x 10h + 1s x 2h x \$30 = \$360
	To conduct scan: 1) review existing reports and projects (Drupal) drafted/managed by SAA and ad hoc member groups; 2) identify gaps and collect additional info as needed; 3) submit recommendations to Council, including policies, protocols, enforcement mechanisms and advice on how to manage oversight.	Tech Futures TF/WG	1) September 30, 2009 2) November 20, 2009 3) January 2010 Council meeting and ongoing	I: 6v x 10h x \$30 = \$1,800 I: 1s x 50h x \$30 = \$1,500
3.c. Based on TF/WG recommendations, establish presence on appropriate social networking sites.	1) Discuss recommendations and approve as appropriate; 2) ID and (re)appoint official contacts, monitors, coordinators as necessary; 3) implement.	Gottlieb Beaumont Doyle Technology TF/WG (?)	1) October 2009 2) October 2009 3) November 2009	D: Conference call(s) I: 1v x 1h x \$30 + 2s x 3h x \$30 = \$210 (Possible ongoing appointments, social media governance structure)

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting.	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. (D = Direct; I = Indirect)
3.e. As a prototype/proof of concept, record and provide audio and video podcasts of appropriate 2009 Annual Meeting sessions (e.g., plenaries).	Add requirements to RFP for 2009 Annual Meeting AV vendor: 1) audiotaping for podcast; 2) videotaping for podcast; 3) video blogging from Cyber café.	Beaumont Doyle C&LC	May 2009	I: 1s x 3h x \$30 = \$90
	Discuss with Oral History Section and Archival History RT the possibility of conducting some or all planned oral histories via video.	Settles (OHS liaison) Ambacher (AHRT liaison) Beaumont Doyle C&LC AV vendor	June – July 2009	I: 2v x 1h x \$30 = \$60 I: 1s x 2h x \$30 = \$60
	Based on costs and other factors, determine which session(s) will be audio- or videotaped for podcasting.	Boles Beaumont	June 2009	I: 1v x 1h + 1s x 1h x \$30 = \$60
	Obtain speaker permissions.	Staff	July 2009	I: 1s x 1h x \$30 = \$30
	If costs permit, work with AV vendor to set up video blog from Cyber café.	Doyle C&LC AV vendor	June – July 2009	I: 1s x 3h x \$30 = \$90
	Implement podcast(s) on SAA website.	Doyle	August – September 2009	I: 1s x 6h x \$30 = \$180
	Publicize availability of podcast(s) and monitor hits.	Staff	August 2009 and forward	I: 2s x 2h + 1s x 10h x \$30 = \$420

Action Plan FY 2010 / Diversity Outcome #1

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 2: Diversity**

**Measurable
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 (or the SAA Foundation) offers will increase to 10 by FY 2013.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or 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. (D = Direct; I = Indirect)
1.a. Charge an appropriate appointed group (Diversity Committee or Mosaic Scholarship Award Subcommittee or newly formed Mosaic Scholarship Enhancement TF) to coordinate work.	Consider reconstituting Diversity Committee to include stakeholders from, for example, AACRT, NAAR, LACCHA, LAGAR (recommended by the respective component's chair), cycled so that one stakeholder appointee is rotated on/off per year.	Gottlieb Diversity Committee	July 2009	D: None I: 1v x 2h + 7v x 2h x \$30 = \$480
	Appoint and charge a workgroup comprising one Awards Committee co-chair, the Diversity Committee chair, the Mosaic Scholarship Award Subcommittee chair, and a component group represent-	Gottlieb	August 2009	D: None I: 1v x 3h x \$30 = \$90 I: 1s x 2h x \$30 = \$60 I: 5v x 10h x \$30 = \$1,500 I: 1s x 14h x \$30 = \$420

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or 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. (D = Direct; I = Indirect)
	ative to develop a three-year work plan for expanding the Mosaic Scholarship Program per the desired outcome.			
1.b. Consult with allied organizations, such as the ALA and ARL, to develop program models for consideration.	Workgroup meeting via conference call to assign tasks re information and data collection prior to meeting.	Workgroup Staff	September 2009	I: 5v x 2h x \$30 = \$300 I: 1s x 3h x \$30 = \$90
1.c. Identify target audiences and expand publicity for Mosaic Scholarship to stimulate applications and ensure a strong applicant pool.	Convene conference call of workgroup members to discuss enhancing current publicity efforts. (See Council agenda item 0509-V-M-Mosaic for 2008 publicity efforts.)	Workgroup Brinati	September – October 2009	D: Nominal I: 5v x 4h x \$30 = \$600 I: 1s x 4h x \$30 = \$120
	Implement enhanced publicity efforts.	Awards Subcommittee Brinati	September 2009 – February 2010	D: None I: 4v x 3h x \$30 = \$360 I: 2s x 4h x \$30 = \$240
1.d. Articulate a vision of an expanded program and determine associated costs.	Workgroup meeting to develop work plan.	Workgroup members Staff	October – November 2009	D: FY10 Budget: \$5,430 (108, Act. 3.a., Diversity Comm meeting) I: 6v x 10h x \$30 = \$1,800 I: 1s x 12h x \$30 = \$360
	Prepare recommendation for Council consideration.	Workgroup members Staff	January 2010 Council meeting	I: 1v x 2h + 5v x 1h x \$30 = \$210 I: 1s x 4h x \$30 = \$120

MEASURABLE ACTIVITY Identified during 0209 strategic planning meeting	STRATEGIES What specific tasks, steps, or 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. (D = Direct; I = Indirect)
1.e. Charge the Foundation Fundraising Committee to consider means for developing a funding stream to support scholarships (including grants, giving opportunities, bequests, etc.)	Make charge to Foundation Fundraising Committee, with report to the Foundation Board in May 2010.	Gottlieb	February 2010	I: 1v x 2h x \$30 = \$60
	Fundraising Committee to meet via conference call to discuss information needed, develop work plan.	Fundraising Committee Staff	March 2010	D: Nominal I: 6v x 4h x \$30 = \$720 I: 1s x 6h x \$30 = \$180
	Prepare recommendation for Foundation Board consideration.	Fundraising Committee Staff	May 2010 Foundation Board meeting	I: 1v x 2h x \$30 = \$60 I: 1s x 2h x \$30 = \$60
	Based on Fundraising Committee recommendation, apply for NHPRC, IMLS, or other appropriate grant.	Grant writer, Beaumont, Jurczak	June – October 1, 2010	D: FY10 Budget: \$2,000 (108, Act. 2.e.) I: 2s x 8h x \$30 = \$480

Action Plan FY 2010 / Diversity Outcome #2

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 2 : Diversity**

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

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or elements are involved?	Specific members, staff, appointed groups are involved; ID lead person who is accountable	Estimated completion date for the strategy	Costs associated with the specific strategy (D = Direct; I = Indirect)
2.a. Issue an RFP for an e-publishing project re how to ensure the preservation of records of diverse populations. The project should involve surveying professional resources, including recent literature, workshop offerings, conference presentations/proceedings, successful existing models for collecting and/or preserving records of diverse populations, and the work of V. Chapman Smith.	Issue request for proposal incorporating all requirements. Target publication date: June 2013.	Publications Board	July 2010 * Note: SAA does not currently have the capability to manage (via Drupal) dynamically edited e-publications that are restricted according to a completed purchase. We can, however, sell static PDFs. Should the project involve dynamically edited e-publications, we would have to determine feasibility and cost. This project is included in the Technology activities (item 3.h.), with a projected timeline of FY 2012.	D: No costs associated with issuing RFP. D: Costs of author honoraria, production, distribution TBD and funded out of Pubs Fund. I: 1v x 4h + 6v x 2h x \$30 = \$360 I: 1s x 4h + 1s x 2h x \$30 = \$180

Action Plan FY 2010 / Diversity Outcome #3

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 2 : Diversity**

**Measurable
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.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or elements are involved?	Specific members, staff, appointed groups are involved; ID lead person who is accountable	Estimated completion date for the strategy	Costs associated with the specific strategy (D = Direct; I = Indirect)
3.a. Identify allied professions/professionals and others whose practices could be considered.	Develop charge to appropriate group to create a list of allied professions and professionals to be contacted regarding their practices.	Boles Executive Committee	July 2009	I: 4v x 1h x \$30 = \$120 I: 1s x 3h x \$30 = \$90
3.b. Appoint an individual or group to work with the ALA on its Traditional Cultural Expressions initiatives and make recommendations re other tasks that SAA might undertake to advance this outcome.	1) Contact ALA re willingness to have SAA "liaison"; 2) develop specific charge outlining level of involvement, including frequency of reports to Council; 3) appoint group or individual. (Consider assignment to CALM.)	Gottlieb Beaumont	1) July 2009 2) July 2009 3) August 2009	D: Participation with ALA to be done "virtually." I: 1v x 4h x \$30 = \$120 I: 1s x 4h x \$30 = \$120

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or elements are involved?	Specific members, staff, appointed groups are involved; ID lead person who is accountable	Estimated completion date for the strategy	Costs associated with the specific strategy (D = Direct; I = Indirect)
3.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.	Identify key individuals to participate in and report out from 2009, 2010, and 2011 Native American Protocols Forum at SAA annual meetings.	Gottlieb Baxter (Diversity Comm) Bayhulle (NAAR) Beaumont	August 2009	I: 3v x 20h x \$30 = \$1,800 I: 1s x 20h x \$30 = \$600
	Identify key individual(s) to attend and report out from IMLS-sponsored Tribal Archives, Libraries, and Museums Conference (Oct. 2009, Portland, OR).	Gottlieb Baxter (Diversity Comm) Bayhulle (NAAR) Beaumont	September 2009	D: Possible need for support to attend conference. I: 3v x 2h x \$30 = \$180 I: 1s x 2h x \$30 = \$60
	Assign to appropriate group or individual the task of "entering into proactive communication with communities that have created cultural property," with regular reports to the Council.	Gottlieb Baxter (Diversity Comm) Bayhulle (NAAR) Beaumont	September 2009	I: 1v x 2h + 2v x 20h x \$30 = \$1,260
3.f. Identify key cultural property texts and add to the SAA online bookstore.	Identify individual or group to take on this project and make assignment.	Gottlieb	October 2009	I: 1v x 2h x \$30 = \$60 I: 1s x 2h x \$30 = \$60
	Create list of texts for inclusion in bookstore.	Individual/group TBD.	December 2009	I: 3v x 20h x \$30 = \$1,800
	Review list and add links to online bookstore.	Wosh Brinati	January 2010	I: 1v x 2h x \$30 = \$60 I: 1s x 4h x \$30 = \$120

Action Plan FY 2010 / Diversity Outcome #4

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

Strategic
Priority # 2 : **Diversity**

Measurable
Outcome # 4: **Determine effective ways in which SAA can become a more inclusive organization. NOTE: This outcome requires more discussion and consideration from the Council prior to adoption of activities; see Agenda Item 0809-III.B.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or elements are involved?	Specific members, staff, appointed groups involved; ID lead person who is accountable	Estimated completion date for the strategy	Costs associated with the specific strategy (D = Direct; I = Indirect)
4.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.	Review the policy at least every three years.	Council	January 2010 and ongoing	None.
	Disseminate the policy to members once a year and make it available on the SAA website at all times.	President Staff	August 2009 and ongoing	None.
	Develop a policy for dealing with issues of discrimination within SAA.		May 2010 Council meeting	Legal counsel review?
	Develop a policy statement that can be used by employers.		August 2010 Council meeting	Legal counsel review?

MEASURABLE ACTIVITY Identified during 0209 strategic planning meeting	STRATEGIES What specific tasks, steps, or elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups involved; ID lead person who is accountable	TIMEFRAME Estimated completion date for the strategy	RESOURCES NEEDED Costs associated with the specific strategy (D = Direct; I = Indirect)
4.b. Establish and give an annual diversity award to both an individual and a repository, beginning at the 2011 Annual Meeting.	Charge the Awards Committee, in consultation with the Diversity Committee, to develop a name and selection criteria for two new awards that recognize diversity efforts by 1) an individual and 2) a repository.	Awards Committee Diversity Committee	June 2009	I: 1v x 2h + 5v x 10h x \$30 = \$510 I: 1s x 4h x \$30 = \$120
	Submit to the Council for approval.	Awards Committee Council	August 2009 Council meeting	I: 1v x 2h + 5v x 1h x \$30 = \$210 I: 1s x 2h x \$30 = \$60
	Publicize new awards and solicit nominations.	Awards Committee Staff	September – February 2010	D: None (provided that this is not a cash award) I: 2v x 5h x \$30 = \$300 I: 1s x 6h x \$30 = \$180
	Appoint an Awards Committee subcommittee that represents appropriate groups within SAA to make the selection.	Vice President Appointments Committee	September 2009	I: 1v x 3h x \$30 = \$90
	Provide significant publicity for the award, with a goal of increasing the number of nominations each year.	Awards Committee Staff	June 2010 and ongoing	See above.

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Public Awareness & Advocacy Outcome #1

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 3: Public Awareness and Advocacy**

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

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or elements are involved?	Specific members, staff, appointed groups involved; ID lead person who is accountable	Estimated completion date for the strategy	Costs associated with the specific strategy (D = Direct; I = Indirect)
1.a. Adopt a legislative agenda based on a proposal drafted by the Government Affairs Working Group, with input from SAA leaders and others.	Develop draft agenda for Council consideration based on feedback from various stakeholders.	GAWG Boles Beaumont	May 2009 Council meeting	I: 4v x 10h x \$30 = \$1,200 I: 1s x 15h x \$30 = \$450
	Review draft, make suggestions, charge GAWG to seek broad member (and other stakeholder) input, with a report to the Council in August 2009.	Council GAWG Stakeholders (Issues & Advocacy and other component groups, SAA leaders, NCH, etc) Staff	August 2009 Council meeting	I: 12v x 2h + 4v x 1h x \$30 = \$840 I: 1s x 10h + 1s x 4h x \$30 = \$420

MEASURABLE ACTIVITY Identified during 0209 strategic planning meeting	STRATEGIES What specific tasks, steps, or elements are involved?	WHO IS INVOLVED? Specific members, staff, appointed groups involved; ID lead person who is accountable	TIMEFRAME Estimated completion date for the strategy	RESOURCES NEEDED Costs associated with the specific strategy (D = Direct; I = Indirect)
1.b. Once a legislative agenda is adopted, develop activities associated with each desired outcome that are most likely to lead to its accomplishment.	Charge GAWG to draft activities that are most likely to lead to desired outcomes. Consult with NCH executive director, Crowell & Moring, other available resources, with a report to the Council.	GAWG Staff NCH Crowell & Moring Issues & Advocacy RT RAO Section	January 2010 Council meeting and ongoing	D: None, provided that Crowell & Moring participation is <i>pro bono</i> I: 5v x 20h x \$30 = \$3,000 I: 1s x 30h x \$30 = \$900
1.c. Determine resources needed to accomplish each activity (including both direct expenses and volunteer and staff time).	Charge GAWG and staff to determine fiscal impact of each activity, including both direct and indirect expenses, with a report to the Council.	GAWG Staff Council	January 2010 Council meeting and ongoing.	I: 12v x 2h + 5v x 5h x \$30 = \$1,470 I: 1s x 20h x \$30 = \$600
1.d. Develop a realistic three-year timeline for accomplishment of activities.	Charge GAWG and staff to develop a project plan for accomplishment of activities that includes description of desired outcome, specific steps to be taken for each, task assignments, timeframe, and resources needed to accomplish (both direct expenses and volunteer and staff time), with a report to the Council.	Gottlieb GAWG Staff	May 2010 Council meeting and ongoing.	I: 12v x 2h + 5v x 8h x \$30 = \$1,920 I: 1s x 40h x \$30 = \$1,200

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Public Awareness & Advocacy Outcome #2

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 3:** Public Awareness and Advocacy

**Measurable
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.

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or 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 (D = Direct; I = Indirect)
2.a. Develop an appropriate volunteer structure (e.g., permanent committee or working group) to carry on work associated with this outcome.	Discuss and draft charge outlining group composition, duties, terms of service, and reporting mechanisms. Consider respective roles of this group and American Archives Month TF, with possibility of consolidation. Prepare recommendation for Council meeting.	Boles Executive Committee Beaumont	August 2009 Council meeting	I: 1v x 3h + 4v x 2h x \$30 = \$330 I: 1s x 4h x \$30 = \$120
	1) Publish charge on website with call/deadline for self-nominations; 2) make appointments, designate chair.	Gottlieb Staff	1) September 2009 2) November 2009	I: 1v x 2h x \$30 = \$60 I: 1s x 4h x \$30 = \$120

MEASURABLE ACTIVITY Identified during 0209 strategic planning meeting	STRATEGIES What specific tasks, steps, or 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 (D = Direct; I = Indirect)
	Convene group via conference call to begin work of identifying three strategic opportunities that are most likely to succeed in raising public awareness of archives and archivists.	Gottlieb Appointed group Staff	November 2009	D: Nominal I: 1v x 6h + 6v x 2h x \$30 = \$540 I: 1s x 6h x \$30 = \$180
	Seek input from component groups with expertise in this area (e.g., RAO Section).	Appointed group RAO Section Staff	November – December 2009	I: 6v x 2h x \$30 = \$360
	Determine what additional expertise may be necessary to assist SAA in 1) measuring effectiveness of its current public awareness activities (based on member feedback) and 2) measuring overall public awareness of archives and archivists and determining how to “move the needle” once a baseline is established.	Appointed group Staff	December 2009	I: 7v x 4h x \$30 = \$840 I: 1s x 8h x \$30 = \$240
	Prepare and submit preliminary report to the Council. Draft budget based on Council feedback.	Appointed group Staff	January 2010 Council meeting	I: 1v x 4h + 6v x 2h x \$30 = \$360 I: 1s x 4h x \$30 = \$120
	Prepare and submit report (and budget) to the Council.	Appointed group Staff	May 2010 Council meeting	None

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Public Awareness & Advocacy Outcome #3

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 3: Public Awareness and Advocacy**

**Measurable
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 policymakers, donors, patrons, and others.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or 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 (D = Direct; I = Indirect)
Note that all activities associated with this desired outcome are slated for FY 2011 – 2013.				

Strategic Priority Action Plan FY 2010 / Public Awareness & Advocacy Outcome #4

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 3: Public Awareness and Advocacy**

**Measurable
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.**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or 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 (D = Direct; I = Indirect)
4.a. Assign responsibility for this outcome to the permanent group created in activity 2.a.	Include in charge.	Boles Executive Committee Beaumont		None.
	Begin development of a portion of the SAA website that could house compelling stories about archives and archivists.	Staff	May 2010	I: 5s x 2h + 1s x 4h + 1s x 12h x \$30 = \$780

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Public Awareness & Advocacy Outcome #5

STRATEGIC PRIORITY, MEASURABLE OUTCOME, ACTIVITIES AND STRATEGIES

**Strategic
Priority # 3:** **Public Awareness and Advocacy**

**Measurable
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).**

ACTIVITIES AND STRATEGIES

MEASURABLE ACTIVITY	STRATEGIES	WHO IS INVOLVED?	TIMEFRAME	RESOURCES NEEDED
Identified during 0209 strategic planning meeting	What specific tasks, steps, or 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 (D = Direct; I = Indirect)
Note that this desired outcome was ranked "low" by the Council during its March conference call and that all of the activities associated with this desired outcome are slated for FY 2011 – 2013.				