

**Society of American Archivists
Council Meeting
May 18-20, 2022
Chicago, Illinois**

Consent Agenda: Ratify Council Interim Actions
(Prepared by Governance Manager Felicia Owens)

BACKGROUND

Current parliamentary policy agrees on validating board decisions made remotely, and ratifying the Council's online and conference call decisions via the Consent Agenda does not conflict with any existing SAA policy.

DISCUSSION

Given the Council's use of an e-mail discussion list to function as a group and make decisions remotely, approving interim Council actions via the Consent Agenda contributes to streamlining the group's work and improves access to the interim decisions of SAA's elected decision makers.

RECOMMENDATION

THAT the following interim actions taken by the Council be ratified:

- Approved the Strategic Plan for fiscal years 2023-2025 and the Actions and Timelines dashboard. (Appendix) (April 12, 2022)
- Approved the February 16, 18, 2022, Council virtual [meeting minutes](#). (May 4, 2022)

**Society of American Archivists
Council Interim Action
March 17, 2022**

**Approve: Strategic Plan FY 2023–2025 and
Actions and Timelines Dashboard**

BACKGROUND

Every three years, the Council conducts a thorough revision of the SAA Strategic Plan, and the accompanying Actions and Timelines dashboard, to plan priorities for upcoming fiscal years. The FY 20-22 Strategic Plan dashboard was last updated in March 2021; the most recent version is available at: <https://www2.archivists.org/sites/all/files/0521-2-I-D-StratPlanActions-Dashboard.pdf>.

DISCUSSION

In fall 2021, the SAA Council began review of the Strategic Plan and Actions and Timelines dashboard to establish new priorities for fiscal years 2023-2025. Following many discussions and iterations, including integrating the newly-adopted SAA Work Plan on Diversity, Equity, Inclusion, and Accessibility (DEIA), the Council issued an all-member comment period in January 2022. During this time, the Council also sought direct feedback from SAA component group leaders via two virtual forum sessions.

RECOMMENDATION

THAT the following Strategic Plan FY 23-25 and Actions and Timelines dashboard be approved.

Support Statement: These revisions align with the Council’s stated priorities to further diversity, equity, inclusion, accessibility, and cultural competency across the organization.

Fiscal Impact: Approving this strategic plan and dashboard does not require specific funding at this time, but will inform budget recommendations and decisions for upcoming fiscal years.

Strategic Plan 2023-2025

Vision, Mission, Values, Goals, and Strategies

VISION: The Society of American Archivists empowers archivists to achieve professional excellence and foster innovation to ensure the identification, preservation, understanding, and use of records of enduring value.

MISSION: SAA is a vital community that promotes the value and diversity of archives and archivists and serves as the preeminent resource for the profession.

CORE ORGANIZATIONAL VALUES:

The Society of American Archivists is committed to:

- Advancing the public standing of archivists.
- Ensuring the diversity of its membership and leaders, the profession, and the archival record.
- Fostering an open and inclusive culture of creativity, collaboration, and experimentation across the association.
- Providing excellent member service.
- Ensuring transparency, accountability, integrity, professionalism, and social responsibility in conducting its activities.

The following Goals and Strategies represent areas of focus for the next three to five years. The Goals articulate the outcomes that SAA would like to achieve and answer the question, “What will constitute future success?” The Goals are not necessarily identified in priority order, but are numbered to enable easy reference.

| <p>GOAL 1: ADVOCATING FOR ARCHIVES AND ARCHIVISTS</p> <p>Society values the vital role of archives and archivists.</p> | <p>GOAL 2: ENHANCING PROFESSIONAL GROWTH</p> <p>Archivists have access to the professional community and resources they need to be successful and effective in their careers.</p> | <p>GOAL 3: ADVANCING THE FIELD</p> <p>Professional knowledge expands to keep pace with an increasingly diverse archival record.</p> | <p>GOAL 4: MEETING MEMBERS' NEEDS</p> <p>SAA delivers outstanding service, fosters a culture of inclusiveness and participation, and is proactive and responsive to member needs.</p> |
|---|---|---|---|
| <p><i>SAA will</i></p> <p>1.1. Provide leadership in promoting the value of archives and archivists to institutions, communities, and society.</p> <p>1.2. Educate and influence decision makers in any setting about the importance of archives and archivists.</p> <p>1.3. Provide leadership in ensuring the completeness, diversity, and accessibility of the historical record.</p> <p>1.4. Strengthen the ability of those who manage and use archival materials to articulate the value of archives.</p> | <p><i>SAA will</i></p> <p>2.1. Mentor and support the career development of members to assist them in achieving their goals.</p> <p>2.2. Provide content, via education and publications, that reflects the latest thinking and best practices in the field.</p> <p>2.3. Deliver information and education via methods that are accessible, affordable, and keep pace with technological change.</p> <p>2.4. Foster communities for professional interaction.</p> | <p><i>SAA will</i></p> <p>3.1. Identify the need for new standards, guidelines, and best practices and lead or participate in their development.</p> <p>3.2. Foster and disseminate research in and about the field.</p> <p>3.3. Participate actively in relevant partnerships and collaborations to enhance professional knowledge.</p> <p>3.4. Support the development of executive leadership skills and encourage the participation in leadership opportunities by archivists in all stages of their careers.</p> | <p><i>SAA will</i></p> <p>4.1. Facilitate effective communication with and among members.</p> <p>4.2. Create opportunities for members to participate fully in the association.</p> <p>4.3. Foster an inclusive association and profession through educational and leadership opportunities.</p> <p>4.4. Ensure that leaders are accessible and that their work is transparent.</p> |

Society of American Archivists

Strategic Plan Actions and Timelines

FY 2023 – FY 2025

Notes:

- The **SAA Work Plan on Diversity, Equity, Inclusion, and Accessibility (DEIA)**, approved in November 2021, is referenced throughout this dashboard; the DEIA Work Plan includes more detailed tasks for each high-level priority listed here. See the most current version at: https://www2.archivists.org/sites/all/files/SAA-DEIA-WorkPlan_AsApproved111021.pdf.
- Levels of staff support are designated as follows: Staff1 = ≥ 400 hours/year; Staff2 = 100-400 hours/year; Staff3 = ≤ 100 hours/year.

Goal 1: Advocating for Archives
Society values the vital role of archives and archivists.

1.1. Provide leadership in promoting the value of archives and archivists to institutions, communities, and society.

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| FY23 | A. Develop service-oriented competency training (for archivists) that focuses on the need for archivists to cultivate non-custodial, reciprocal relationships with their community. [DEIA Work Plan 1.6, 3.1 and 4.2] | [DEIA] | Committee on Education / Diversity Committee / Sections (RAO, NAAS, A&D, etc.) / Council / Staff2 |
| FY23 | B. Provide media training for cohort 1 of 5-7 members; create media opportunities. | | COPA / COPP / PR Counsel / Staff2 |
| FY24 | C. Provide media training for cohort 2 of 5-7 members; create media opportunities. | | COPA / PR Counsel / Staff3 |

1.2. Educate and influence decision makers in any setting about the importance of archives and archivists.

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| FY22 | A. Draft legislation for national funding initiative; seek sponsors. | | COPP / Joint Working Group / NCH |
| FY22 | B. Develop letters/editorials on two key public policy issues for archivists' use. [Consider providing training on how to write an op-ed.] | | COPA / COPP / Staff3 |

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| FY22 | C. Develop “Facts and Figures” data-based webpage. | Ongoing. | CORDA / Staff3 |
| FY23 | D. Seek co-sponsors for federal funding initiative; hold fly-in to advocate. | | COPP / Joint Working Group / NCH |
| FY23 | E. Use early A*CENSUS II data to craft messages re: funding for archives/archivists for several uses, including with policy makers, HR and other administrators, and funding agencies. | | COPP / COPA / Arch Mgmt Section / Staff3 |
| FY23 | F. Develop graphics, interactive map to track district visits; participation “count down” to all 50 states. | | Staff3 / COPP / JWG on Advocacy |
| FY24 | G. Develop resources for internal advocacy for niche areas of the profession (Tribal, corporate, etc.) | | COPA / Staff |

1.3. Provide leadership in ensuring the completeness, diversity, and accessibility of the historical record.

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| FY23 | A. Exhibit at future ATALM conferences; establish scholarship program for NAAS members. [DEIA Work Plan] | Ongoing. | NAAS / Publications Board / Staff3 |
| FY 23 | B. Webcasts on <i>Protocols and Guidelines for Accessibility</i> . [DEIA Work Plan] | Ongoing. | NAAS (SAAF Grant) / Comm on Education / A&D Section / Staff3 |
| FY 23 | C. Complete “IP Guide” to Native American <i>Protocols</i> . [DEIA Work Plan] | | IPWG |
| FY23 | D. Publish Archival and Special Collections Facilities. | Ongoing. | TS-AFG / Publications Board / Staff2 |

1.4. Strengthen the ability of those who manage and use archival material to articulate the value of archives.

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| FY22 | A. Rally archivists to conduct district visits. | Ongoing. | COPP / Joint Working Group / Staff3 |
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| FY23 | B. Based on “Facts and Figures” web page information, lead active outreach to managers, allied organizations, and users of archival material to utilize this data. | | CORDA / COPP / COPA / Staff3 |
| FY23 | C. Specifically address archivists reaching out to users (e.g., AHA, ASALAH, genealogists, etc.) and their immediate communities. [Look for mention of non-custodial relationships.] [DEIA Work Plan 1.6] | [DEIA] | Council, COPA, RAO Section |

Goal 2: Enhancing Professional Growth

Archivists have access to the professional community and resources they need to be successful and effective in their careers.

2.1. Mentor and support the career development of members to assist them in achieving their goals.

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| FY22 | A. Develop a comprehensive Management Track. | Ongoing. | Committee on Education / Arch Mgmt Section / Staff1 |
| FY22 | B. Implement remaining Management Track programs. | | Committee on Education / Staff1 |
| FY23 | C. Consider how to strengthen Mentoring Program/opportunities; implement. | Ongoing. | Membership Committee / Staff3 |
| FY23 | D. Initiate development of research, data, and assessment workshops and training program. | Ongoing. | CORDA / Comm Education / Staff3 |
| FY23 | E. Salary reporting and inclusive job description. [DEIA Work Plan - 1.1] | [DEIA] | Membership Comm, Arch Mgmt Section |
| FY24-25 | F. Contingent labor and pathways to a secure career for BIPOC, LGBTQIA+, and disabled archival workers [DEIA Work Plan - 1.2] | [DEIA] | Membership Comm, Diversity Comm, Sections (A&D, DSGS, AAC) |
| FY24-25 | G. Diversify the profession by recruiting diverse archival workers, including those with diverse backgrounds/education, and recruiting diverse students into the profession [DEIA Work Plan - 1.5] | [DEIA] | Membership Comm + Archival Educators, Council, Diversity Comm, GAE Subcomm, RAAC |

2.2. Provide content via education and publications that reflects the latest thinking and best practices in the field.

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| FY22-23 | A. Publish titles that address DEIA, component group needs, and leadership perspectives. [DEIA Work Plan 2.3] | Ongoing. | Publications Board / Staff2 |
| FY23 | B. Retool/refresh DAS and other professional development offerings as needed to remain current. | Ongoing. | Committee on Education - DAS Subcomm / Staff1 |
| FY23 | C. Publish <i>Appraising and Acquiring Archives and Manuscripts (AFS III)</i> . | Ongoing. | Publications Board / Staff1 |
| FY23 | D. Scope and plan advanced DAS track for “re-certificate.” | | Committee on Education - DAS Subcomm / Staff2 |
| FY23 | E. Publish <i>Introducing Archives and Manuscripts (AFS III)</i> . | Ongoing. | Publications Board / Staff1 |
| FY23 | F. Implement Task Force on Publishing Ethics. | Ongoing. | Editorial Board / Publications Board / Dictionary WG / CEPC / Staff3 |
| FY23 | G. Review SAA’s educational offerings, and ensure that courses and certificates are offered equitably and cover issues of diversity, equity, inclusion, accessibility, community building, anti-racism, and trauma-informed archival practice [DEIA Work Plan - 3.1] | [DEIA] | Comm Education, Diversity Comm, Labor Archives Section |
| FY23 | H. Support post-custodialism, radical empathy, communication, and ethics in collecting. [DEIA Work Plan - 4.3] | [DEIA] | Standards Comm, Education, Publications, AA Board, CEPC, AAA Section, Archives Mgmt Section, RAO Section |
| FY24 | I. Implement advanced DAS track for “re-certificate.” | | Committee on Education / Staff1 |

2.3. Deliver information and education via methods that are accessible, affordable, and keep pace with technological change.

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| FY23 | A. Journal accessibility: Implement hidden content project recommendations and consider reducing journal embargo. | Ongoing. | Editorial Board / Staff2 |
| FY23 | B. Ensure physical and digital spaces and services are inclusive and accessible, considering learning styles and abilities, physical/sensory and cognitive abilities, and lived experiences [DEIA Work Plan - 2.7] | [DEIA] | A&D Section, Diversity Comm, Comm Education, Publications, Staff |

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| FY24 | C. Schedule regional rotation of “boot camps” with more advance notice. | Not done (COVID). | Education Staff |
| FY24 | D. Explore possibility of regional in-person “boot camps.” | [COVID] | Education Staff3 |
| FY24 | E. Host limited number of regional in-person “boot camps.” | [COVID] | Education Staff1 |
| FY24 | F. Provide more local and regional opportunities for participation [DEIA Work Plan - 2.6] | [DEIA] | Council, Comm Education, RAAC, Membership Comm, SNAP Section, Program and Host Comms, |

2.4. Foster communities for professional interaction.

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| FY22 | A. Hold Council-led open forums. | Ongoing. | Council / Component Group Leaders / Staff3 |
| FY23 | B. Initiate component group cross-interactions and programming. | Ongoing. | Council / Component Group Leaders / Staff3 |
| FY24 | C. Continue to implement component group cross-interactions. | | Council / Component Group Leaders / Staff3 |
| FY25 | D. Provide archives workers and archival organizations resources for community building (affinity groups for employees, related to retention). [DEIA Work Plan - 1.6] | [DEIA] | Council, Membership Comm, RAO Section, Archives Mgmt Section, Women Arch Section |
| FY23-25 | E. Build and sustain relationships with BIPOC communities to better support community archives. [DEIA Work Plan - 4.2] | [DEIA] | Diversity Comm, LACCHA, NAAS, RAO Section, AAC Section, |

Goal 3: Advancing the Field

Professional knowledge expands to keep pace with an increasingly diverse archival record.

3.1. Identify the need for new standards, guidelines, and best practices and lead or participate in their development.

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| FY22 | A. Identify need for new standards and prepare development work plan roadmap. | | Standards Committee |
| FY22 | B. Implement standards development roadmap. | | Standards Committee |
| FY22 | C. Ensure physical and digital spaces and services are inclusive and accessible, considering learning styles and abilities, physical/sensory and cognitive abilities, and lived experiences [DEIA Work Plan - 2.7] | [DEIA] | A&D Section, Diversity Comm, CoE, Publications, Staff |
| FY22 | D. Develop and provide easy access to existing resources for archivists on anti-racism and DEIA topics [DEIA Work Plan - 3.2] | [DEIA] | CoE, Diversity Comm, Membership Comm, (many sections), Staff |
| FY22 | E. Support critical reexaminations of descriptive practices and language used for description, narratives, and exhibits. Promote inclusive language. [DEIA Work Plan - 4.1] | [DEIA] | Diversity Comm, Standards Comm, Description Section, RAO Section |
| FY22 | F. Support post-custodialism, radical empathy, communication, and ethics in collecting. [DEIA Work Plan - 4.3] | [DEIA] | Standards Comm, Publications, AA Board, CEPC, AAA Section, Archives Mgmt Section, RAO Section, Labor Arch Section |
| FY22 | G. Create guidance on inclusive reference/reading room practices. [DEIA Work Plan - 4.6] | [DEIA] | Diversity Comm, Standards, RAO Section |
| FY23 | H. Address the shortcomings of archival description and the presence of bias. [DEIA Work Plan - 4.4] | [DEIA] | Diversity Comm, Standards Comm, Description Section |
| FY23 | I. Address the shortcomings of archival collecting and the presence of bias. [DEIA Work Plan - 4.5] | [DEIA] | Diversity Comm, Standards Comm, Collection Mgmt Section, AAA Section |

3.2. Foster and disseminate research in and about the field.

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| FY22 | A. Begin implementation of A*CENSUS II. | Ongoing. | A*CENSUS II Working Group / Ithaka S+R / Staff1 |
| FY22 | B. Begin to populate data repository. | Ongoing. | CORDA |
| FY22 | C. Draft Research and Innovation Roadmap for Council review and approval. | | CORDA / Council |
| FY23 | D. Identify and implement ways to raise awareness of SAA members about research and data-related efforts, training, presentations, and publications. | Ongoing. | CORDA / Research Forum Organizers / Staff3 |

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| FY22 | E. Implement A*CENSUS II. | Ongoing. | A*CENSUS II Working Group / Ithaka / Staff1 |
| FY23 | F. Promote availability of data via SAA Dataverse, encourage member engagement with it. | Ongoing. | CORDA / Staff3 |
| FY23 | G. Publish full A*CENSUS II results and special reports. | | A*CENSUS II Working Group / Ithaka S+R / CORDA / Staff1 |
| FY23 | H. Conduct A*CENSUS on a regular schedule [DEIA Work Plan - 1.3] | [DEIA] | Council, Staff, CORDA, A*CENSUS II WG |
| FY24 | I. Seek effective means to elevate information presented at Research Forum. | Ongoing. | Research Forum Organizers / CORDA / Staff3 |

3.3. Participate actively in relevant partnerships and collaborations to enhance professional knowledge.

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| FY22 | A. Consider strategic advantages of partnering with other organizations; initiate conversations as appropriate. | Ongoing. | [Operational] Council / Staff3 |
| FY22 | B. Advocate for DEIA informed curriculum at graduate archival programs [DEIA Work Plan - 3.4] | [DEIA] | Council, GAE Subcomm, Arch Educators Section |
| FY22 | C. C. Build and sustain relationships with BIPOC communities to better support community archives. [DEIA Work Plan - 4.2] | [DEIA] | Diversity Comm, LACCHA, NAAS, RAO Section, AAC Section, |

3.4. Support development of executive leadership skills and encourage participation in leadership opportunities by archivists at all stages of their careers.

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| | A. See 2.1.A. (develop comprehensive Management Track) and 2.1.B. (publish Leading and Managing Archives and Manuscript Repositories). | Ongoing. | Staff |
| FY22 | B. Provide periodic online engagements with members to address questions, foster interest in leadership development. | | Council / Section Leaders |
| FY22 | C. Build on successes to continue engagement with members in developing their leadership skills. | | Council / Staff2 |

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| FY23 | D. Stimulate interest in developing leadership skills, becoming an SAA leader, especially among underrepresented sectors of the profession. [DEIA Work Plan] | | Council / Staff |
| FY 24 | E. Develop messaging targeted to employers regarding SAA membership, leadership benefits to encourage broader participation from archivists from more diverse institutional backgrounds. | | Council / Membership Comm / Staff |

Goal 4: Meeting Members' Needs
SAA delivers outstanding service, fosters a culture of inclusiveness and participation, and is proactive and responsive to members' needs.

4.1. Facilitate effective communication with and among members.

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| FY23 | A. Conduct periodic (e.g., quarterly) pulse surveys to check in re member needs, preferences, interests. | Ongoing. | Membership Committee / Allied Orgs / Staff2 |
| FY23 | B. Pilot and/or create guidance for creating affinity or employee resource groups that bring together archives workers that share cultural commonalities [DEIA Work Plan - 1.6] | [DEIA] | Council, Membership Comm, Diversity Comm, RAO Section, Archives Mgmt Section |

4.2. Create opportunities for members to participate fully in the association.

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| FY22-23 | A. A. Implement Year 1 of DEIA work plan. | Ongoing / upcoming. | Council / Consultant / All Component Groups / Staff1 |
| FY23 | B. B. Create three-year Member Recruitment/Retention Plan, including 1) initiative to welcome new member participation and 2) crafting and testing value proposition messages. [DEIA Work Plan] | | Marketing Consultant / Membership Committee / Staff2 |

4.3. Foster an inclusive association and profession through educational and leadership opportunities.

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| FY22 | A. Ensure that management and leadership training opportunities explicitly address inclusion in the workplace and the profession at all levels. | Ongoing. | Committee on Education / Staff |
| FY22 | B. Diversify the instructor base for SAA education programs. | Ongoing. | Committee on Education / Staff |
| FY22 | C. Develop training and educational opportunities on navigating workplace culture for archivists who are of color, who identify as LGBTQ+, and/or who have disabilities. | | Council, Staff, Comm Education, Diversity Comm, A&D Section, DSGS |
| FY23 | D. Develop and promote training for archivists to transform practice and move beyond representative diversity to create inclusive workplace cultures. | Ongoing. | Comm Education / Diversity Comm / Staff2 |
| FY23 | E. Based on A*CENSUS II results, work with partner organizations to strategize on recruitment and retention of a diverse workforce. | | Council, Staff, Diversity Comm, A*CENSUS Working Group, and Partner Organizations |

4.4. Ensure that leaders are accessible and that their work is transparent.

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| FY22 | A. Refine “town hall” meetings concept as appropriate. [DEIA Work Plan - 2.6] | Ongoing. | Council / Staff |
| FY23 | B. Research and implement models (related to diversifying leadership) in use in other organizations. [DEIA Work Plan - 2.2] | [DEIA] | Council, Staff, Diversity Comm, Nominating Comm, Appointments Comm |
| FY23 | C. Implement a more inclusive strategic planning process, engaging leaders, membership, and the greater profession in developing the strategic plan. [DEIA Work Plan - 2.5] | [DEIA] | Council, Staff, Membership Comm |
| FY23 | D. DEIA Foundations training for SAA staff and leadership. [DEIA Work Plan - 3.3] | [DEIA] | Council, Staff |