

**Society of American Archivists Foundation
Board of Directors Meeting
August 15, 2014
Washington, DC**

**Development Committee:
Foundation Mission and Vision Statements
(Prepared by Vice President and Development Committee Chair Carla Summers)**

BACKGROUND

The Foundation Development Committee met at SAA headquarters on June 2 and 3, 2014, for a one-and-a-half-day planning session. In a June 16 report and request for interim Board action (Appendix), the committee recommended the following: 1) that the Foundation's mission statement be revised, 2) that a proposed vision statement be adopted, 3) that \$18,000 be included in the Foundation's FY 2015 budget to retain the services of a development consultant, and 4) that \$3,780 be included in the Foundation's FY 2015 budget to support a meeting of the Development Committee for the purpose of refining the development plan.

On July 2, SAAF President Fynnette Eaton notified the Board that recommendations 3 and 4 had been adopted unanimously by the Board. Due to concerns expressed by Mark Duffy ("I would like to suggest that we hold off on 1 and 2 until the Board meets as revising our mission and vision statements without some chance for the whole Board to discuss them seems unnecessarily rushed...") and "seconded" by several other Board members, Recommendations 1 and 2 from the Development Committee's June 16 report are being brought to the Board for discussion at this meeting.

DISCUSSION

Please see pages 4-7 of the appendix for the committee's rationale in proposing that the Foundation's mission statement be revised and that a vision statement be adopted. The committee supports these recommendations because we believe that both statements will assist in the Foundation's development efforts.

RECOMMENDATION 1

THAT the mission statement adopted by the SAA Council for the Special Funds in January 2006 be replaced with the following SAA Foundation mission statement:

The SAA Foundation provides resources to enhance the work of the archival community.

Support Statement: The proposed mission statement, while perhaps less dramatic and aspirational than its predecessor, is easily understood and allows for development of a clearly articulated case statement that is consistent with and supports the Corporate Member's strategic priorities.

Fiscal Impact: None.

RECOMMENDATION 2

THAT the following vision statement be adopted:

The SAA Foundation will support:

- **Research and reporting about the profession, its practice, and its practitioners;**
- **Development of professional growth opportunities;**
- **Recognition of archivists via scholarships, travel assistance, and awards;**
- **Programs to enhance the performance of repositories; and**
- **Efforts to persuade influential external organizations to create or promote archives.**

In addition, the SAA Foundation will seek to strengthen itself by enhancing its accountability, development, and governance.

Support Statement: The proposed vision statement identifies priorities that encompass the broad areas in which the Foundation might provide support and that are consistent with the Corporate Member's strategic priorities.

Fiscal Impact: None.

**Society of American Archivists Foundation
Board of Directors
Interim Action
June 16, 2014**

**Development Committee Report and Recommendations
(Prepared by Development Committee Chair Carla Summers)**

BACKGROUND

In June 2013, the SAA Foundation Board adopted a description of the Development Committee that includes the following duties and responsibilities:

IV. Duties and Responsibilities

- Adhere to all laws and to Foundation policies and procedures as established by the Board of Directors.
- Working with the Foundation Board of Directors and staff, define and periodically review the short-term and long-term funding needs of the organization.
- Develop and implement short-term and long-term communication plans that identify and rank potential donors (both inside and outside of the archives profession), messages, tactics, and strategies.
- Consider the full range of development opportunities, including (but not limited to) annual giving campaigns, special campaigns (e.g., associated with a special anniversary or event), grant funding, major gifts (i.e., outright gifts from income, such as cash or securities), and planned giving (i.e., gifts of assets), provided that opportunities are consistent with adopted gift acceptance policies and procedures.
- Propose specific fundraising goals and strategies for the Board's adoption, and review and report annually on the progress of actions taken to achieve them.
- Inspire the full Board of Directors to participate in fundraising efforts and to make personal financial donations.
- Consider how and when to involve external fundraising experts, and make recommendations as appropriate to the Foundation Board.

As a means of jumpstarting the Committee's activity, Committee members Summers, James Fogerty, Brenda Gunn, Larry Hackman, and Nancy Beaumont met with development consultant Alexander Macnab and his colleague Cheryl Kartes at a one-and-a-half-day planning session at SAA headquarters on June 2 and 3. The purpose of our meeting was to develop a case statement and work plan for development efforts going forward. In the process of arriving at our proposed development priorities, we discussed the Foundation's mission statement, relationship to the Corporate Member (i.e., SAA) and its strategic priorities, resource capacity, and potential funding needs.

DISCUSSION

Macnab and Kartes led us through a development planning process that included discussion of:

- The Foundation's mission in the context of creating compelling fundraising messages,
- A practical vision for the organization from which we could develop components of a case statement, and
- An action plan, including an implementation calendar and 90-day implementation steps.

Foundation Mission Statement

In January 2006, the SAA Council approved the following mission statement for SAA's 501(c)(3) Special Funds:

The Society of American Archivists (Foundation) is the nation's leading source of nonprofit funding dedicated solely to the interest of archives and archivists.

The Mission of the SAA (Foundation) is to enrich the knowledge and enhance the contributions of current and future generations by championing efforts to preserve and make accessible the evidence of human activity and records of enduring value.

The Foundation achieves this mission by funding public and professional education initiatives through programs and scholarships. Other activities include research, publications, and awards.

Early in our discussions with Macnab and Kartes we realized that the Foundation's mission as stated, while dramatic and aspirational, may not provide appropriate context in terms of the Foundation's relationship to the Corporate Member and its strategic goals and may, in fact, be a bit "squishy" in terms of message development. In a lengthy and valuable iterative process, we arrived at a consensus that the Foundation's mission statement should be sufficiently simple and broad to accommodate more specific and practical ideas of what the Foundation would like to see in place in three to five years as a result of our collective work.

We developed a proposed revision of the Foundation's mission statement. (See Recommendation 1.)

Practical Vision / Foundation Priorities / Case Statement

Macnab and Kartes then led us through a visioning exercise to assist us in determining how we might make a case for Foundation support. We were asked first to brainstorm about 1) what we would want to see in place in three to five years as a result of our efforts that 2) could be clearly linked back to the work of the Corporate Member. We identified and reached consensus on five areas in which the Foundation might best help to enhance the work of the archival community and one area in which the Foundation should focus its self-governance work. We arrived at the following draft vision statement (see Recommendation 2):

The SAA Foundation will support:

- Research and reporting about the profession, its practice, and its practitioners;
- Development of professional growth opportunities;
- Recognition of archivists via scholarships, travel assistance, and awards;
- Programs to enhance the performance of repositories; and
- Efforts to persuade influential external organizations to create or promote archives.

In addition, the SAA Foundation will seek to strengthen itself by enhancing its accountability, development, and governance.

It should be noted that the components of the draft vision statement are in line with the following “Funding Priorities for FY 2011-FY 2014” that were adopted by the SAA Council in January 2011 and that might be considered by the SAAF Finance Committee as it develops recommendations for funding priorities.¹

Professional Development Priorities:

- Mosaic Program scholarships, internships, and travel awards directed to increasing the diversity of the profession.
- Scholarships for graduate archival education.
- Development of low-cost continuing education opportunities that will reach the entire profession with state-of-the-art information.
- Opportunities for leadership development for the profession.
- Opportunities for international exchange and professional development.

Research Priorities:

- Administration of a profession-wide survey of archivists.
- Administration of a profession-wide survey of archival repositories.
- Fellowship program to support research related to professional issues and practices.

Adopted by the SAA Council, January 2011

Work Plan and Implementation Steps

To develop an action plan, we discussed what is in place as we begin our planning, how we would define “success” as a result of implementation of our plan, and the strengths, weaknesses, benefits, and “dangers of success” of our current reality. Again through an iterative process we arrived at what we, as members of the Development Committee, are willing to commit to:

¹ http://www2.archivists.org/sites/all/files/0114-SAAF-Minutes_FINAL.pdf, page 3: “Board members had a long and productive conversation about both funding priorities and the actions needed to increase the Foundation’s operational capacity in order to fund its priorities. Following two brainstorming and ranking discussions, the Board assigned various groups and individuals to prepare recommendations and/or proceed with work in the following areas: Draft funding priorities for Board consideration: Finance Committee (Lead: Duffy)....”

- Communicating enthusiastically and frequently about the initiatives and successes of the SAAF using a variety of mechanisms to reach our audiences, including
 - Annual reports
 - Case statement
 - Items for *Archival Outlook*
 - Research and reports on the profession
 - Impact of the fund
 - Comments from donors
 - Major gifts and planned giving
- Building a culture of giving by:
 - Encouraging 100% participation (and increased donations) by the Board and Development Committee members
 - Bolstering the Annual Appeal
 - Doubling the 2014 annual giving amount in 2015
- Enhancing the recognition program to signal support from the Board and the Council:
 - Display system for the Annual Meeting
 - Individual recognition materials (e.g., pins, ribbons)
- Planning to roll out Major Gifts and Planned Giving programs, with a target of developing relationships with five to ten prospects to facilitate large “asks.”

The “First-Year Implementation Calendar” that we developed is attached for your information (Attachment). We intend to continue to work on clarifying the plan, but thought it important that the Foundation Board see our ideas as soon as possible. You’ll note that two activities must be completed in time for the 2014 Joint Annual Meeting (i.e., recognize donors at Annual Meeting and develop one-page flyer about the Foundation for distribution at the conference) and two must occur soon thereafter (draft Annual Report for September/October or November/ December issue of *Archival Outlook*, draft Annual Appeal materials for launch soon after the Annual Meeting). We have determined that we will delay drafting a Planned Giving Program work plan until the fourth quarter and defer launch of a Major Gift Solicitation Plan until next year.

Given that these plans are ambitious but achievable with appropriate investment of resources, we recommend that the Board retain a development consultant for FY 2015 (Recommendation 3) and that the Foundation budget for FY 2015 include funding for a face-to-face meeting of the Development Committee (Recommendation 4).

Following are our recommendations for the Board’s consideration.

RECOMMENDATION 1

THAT the mission statement adopted by the SAA Council for the Special Funds in January 2006 be replaced with the following SAA Foundation mission statement:

The SAA Foundation provides resources to enhance the work of the archival community.

Support Statement: The proposed mission statement, while perhaps less dramatic and aspirational than its predecessor, is easily understood and allows for development of a clearly

articulated case statement that is consistent with and supports the Corporate Member's strategic priorities.

Fiscal Impact: None.

RECOMMENDATION 2

THAT the following vision statement be adopted:

The SAA Foundation will support:

- **Research and reporting about the profession, its practice, and its practitioners;**
- **Development of professional growth opportunities;**
- **Recognition of archivists via scholarships, travel assistance, and awards;**
- **Programs to enhance the performance of repositories; and**
- **Efforts to persuade influential external organizations to create or promote archives.**

In addition, the SAA Foundation will seek to strengthen itself by enhancing its accountability, development, and governance.

Support Statement: The proposed vision statement identifies priorities that encompass the broad areas in which the Foundation might provide support and that are consistent with the Corporate Member's strategic priorities.

Fiscal Impact: None.

RECOMMENDATION 3 [ADOPTED BY THE SAAF BOARD ON JULY 2, 2014]

THAT \$18,000 be included in the Foundation's FY 2015 draft budget to retain the services of a development consultant to assist in donor research, message development, refinement of the Annual Appeal, and creation and initial implementation of new Major Gifts and Planned Giving programs.

Support Statement: Given limited staff capacity and a compelling need to draw on expert resources to organize volunteer and staff efforts to support a challenging work plan, it is appropriate that an external development consultant be retained for a period of one year. This investment will be evaluated as the FY 2016 budget is developed.

Fiscal Impact: \$18,000 (\$1,500-per-month retainer).

RECOMMENDATION 4 [ADOPTED BY THE SAAF BOARD ON JULY 2, 2014]

THAT \$3,780 be included in the Foundation's FY 2015 draft budget to support a meeting of the Development Committee for the purpose of refining the development plan.

Support Statement: A face-to-face meeting of the Development Committee in FY 2015 is warranted given the ambitious development plan, including launch of new Major Gifts and Planned Giving programs.

Fiscal Impact: \$3,780 (4p x \$450 [avg] airfare/ground + 4p x \$150 lodging x 2n + 5p x \$60/d meals x 2d + 4p x \$45 per diem x 1d).