INTRODUCTION TO THE PLAN

This year’s update for the 2021-2022 Development Plan has not yet been approved by the Development Committee. This year of transition, including executive staff transition, the later than expected reporting of the Schultz & Williams consulting recommendations, and the expected development of the SAAF strategic plan in conjunction with both the S&W report and the SAA Council’s work on the Society’s strategic plan, has put the work of the Development Committee behind schedule.

However, the general priorities listed in this plan are still valid for the Foundation, and are not likely to change. What may change are the actual tactics we would use meet these priorities. In the year of transition, the wisest course is to follow a general calendar from previous years.

This update is based on the work of the 2017–2019 Development Plan which has served as the basic outline of the SAA Foundation’s general development work plan.

BACKGROUND

The SAA Foundation is the nation’s leading source of nonprofit funding dedicated solely to the interests of archives and archivists. Its mission is to provide resources to enhance the work of the archival community. To that end, 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. These areas of support were developed and approved in 2014.

The SAA Foundation, in conjunction with the Society of American Archivists, makes a number of awards that recognize excellence in archival work and assists those entering and practicing in
Overall Goal of the Foundation’s Development Efforts

The overall goal of the Foundation’s development efforts is to foster a culture of giving tied to the most innovative and challenging initiatives of archivists. The Foundation aims to draw archivists, SAA leaders, and staff into a vision for the profession with a long horizon of accomplishment. Projects mentioned in this plan do not preclude the selection, by donors, of projects that interest them and that they wish to fund.

THE DEVELOPMENT PLAN

The Development Committee has identified activities for generating income that will fund an ambitious future for the profession. See table below for summary of fundraising efforts.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Donors</th>
<th>Total Donations (All Funds)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>1,142</td>
<td>$107,486</td>
</tr>
<tr>
<td>2020</td>
<td>1,397</td>
<td>$164,946</td>
</tr>
<tr>
<td>2019</td>
<td>719</td>
<td>$92,281</td>
</tr>
<tr>
<td>2018</td>
<td>497</td>
<td>$68,836</td>
</tr>
<tr>
<td>2017</td>
<td>843</td>
<td>$66,651</td>
</tr>
<tr>
<td>2016</td>
<td>364</td>
<td>$68,836</td>
</tr>
<tr>
<td>2015</td>
<td>304</td>
<td>$41,741</td>
</tr>
<tr>
<td>2014</td>
<td>210</td>
<td>$55,680</td>
</tr>
<tr>
<td>2013</td>
<td>189</td>
<td>$34,960</td>
</tr>
</tbody>
</table>

Fund Balances (September 30, 2021)

$318,982 (Strategic Growth)
$ 82,480 (NDRFA)
$ 83,767 (Mosaic)
$ 10,902 (AWEF)

ACTIVITY 1: CONTINUE ANNUAL APPEALS

Annual Appeal Letters: November 2017, 2018, 2019, 2020
Priority 2017-2020: Strategic Growth Fund
Priority 2021—Strategic Growth Fund

Giving Tuesday: November 28, 2017; November 27, 2018; November 26, 2019; December
1, 2020; November 30, 2021

**Priority:** Has been tied to Annual Appeal, 2021 Day of Giving is a kickoff to the annual appeal

**Spring Appeal:** April
**Priority:** Annual Meeting Award

**May Day:** May 1, 2018; May 1, 2019; deferred for 2020 due to COVID-19; May 1, 2021
**Priority:** NDRFA

**Summer Solstice/Day of Giving:** June 21, 2018

**September “Back-to-School” Appeal:** September 2019; September 2020
**Priority:** Mosaic Scholarship

**Timetable for 2021-2022, 2022-2023**

2021-2022—points below based on 2020 plan, review as necessary to:
1) Complete 2021-2022 plans, and
2) Build the 2022-2023 plan in conjunction with budget planning in Spring 2022 for approval by SAAF Board in Summer 2022.

**Note:** Submit articles/updates/promotions for each issue of *Archival Outlook.*

**January 2022**
- Annual Appeal thank you letters completed and mailed. (SAAF Board, Staff)

**April 2022**
- Initiate spring appeal for Annual Meeting Award. (Development, Staff).

**August-September 2022**
- Thank you event at Annual Meeting.
- Speaking opportunities at Annual Meeting (Section meetings, Leadership Orientation).
- Complete traveling exhibit and determine schedule for 2021. (Not done in 2020, 2021. Reschedule? Eliminate in favor of other marketing?)
- Draft and send letter to planned gift prospects. (Not done. Reschedule? Replace with other S&W suggestions including drafting gift policies?)

**October 2022**
- Select priority/focus for 2022 Annual Appeal. (Development Committee)
- Create mailing lists for Annual Appeal. (Staff)
- Submit copy to *Archival Outlook* for Foundation’s annual report in November/December issue. (Development Committee)
- Draft of Annual Appeal letters to Board for review and suggestions. (Development Committee)

**November 2022**
- Annual Appeal letters approved by first week in November. (SAAF Board)
- Incorporate #GivingTuesday into the end-of-year appeal. (Development Committee, Staff)
- Send Annual Appeal letters/communications. (Staff)
- Personalize website for Annual Appeal. (Annual Appeal Subcommittee, Staff)
- At November 2022 meeting, review prospects for personal contact by Board members and divide all letters among Board members for addition of personal notes.

**November and Early December 2022**
- Personal follow-up calls. (SAAF Board)

**January 2023**
- Annual Appeal thank you letters completed and mailed. (SAAF Board, Staff)

**April 2021**
- Initiate spring appeal in conjunction with May Day. Work in partnership with the Society of Southwest Archivists. (Development Committee, Staff)

**June 2023**
- Summer Solstice / Day of Giving: Determine priority and refresh campaign for June 21 activity. (Development Committee, Staff)

### ACTIVITY 2: STEWARDSHIP/OUTREACH

Stewardship is the management of both the Foundation’s resources and its relations with 1) the actual donors who contribute resources to the Foundation and 2) prospective donors who are cultivated to enlarge both the donor base and the resources available for investment. Stewardship activities include development of specific giving opportunities, tracking the expenditure of gifts to ensure that they are used in accordance with donor intent, recognition of donors in a variety of ways (often keyed to the level of gifts received), and preparation and distribution of regular reports to donors on the impact of their contributions to the Foundation’s mission.

It’s equally important to develop both a capacity within the Foundation and a culture more generally within SAA that embraces and supports fundraising activities to enhance the work of the archives community.

Initially, the SAA Foundation’s major stewardship activities should be directed to outreach to the profession in order to increase knowledge of the Foundation’s existence, mission, and plans for the immediate and longer term future.

**Supporting Activities:**

- Put traveling exhibit into production.
- Place advertisements in *Archival Outlook* (and regional newsletters?).
- Hold a thank you event at the Annual Meeting.
- Have Board members attend SAA Section meetings to speak briefly about the Foundation and its work and to express appreciation for the support received.
- Have a Board member speak briefly at the Leadership Orientation held during the Annual Meeting.
- Send targeted messages to new members, or to those who have been members for between 1 and 5 years.

**ACTIVITY 3: FUND THE MOSAIC FUND**

SAA has adopted as a core value and central mission the creation of a diverse profession and an inclusive historical record. The Mosaic Scholarship Fund is the primary way in which the SAA Foundation promotes diversity in the American archives profession. Each Mosaic Scholarship is funded at $5,000.

**Supporting Activities:**

- Implement September Back-to-School campaign. (See Activity 1, Annual Appeals).
- Identify other potential sources of funds for diversity scholarships and apply/solicit.

**ACTIVITY 4: SOLICIT FUNDS FOR THE NATIONAL DISASTER RECOVERY FUND FOR ARCHIVES**

Established by the Society of Southwest Archivists and SAA in September 2005 to address archival repositories’ stabilization and recovery needs following Hurricane Katrina, the fund has been broadened to provide grants for recovery of archival collections from major disasters, regardless of region or repository type. SSA, SAA’s Preservation Section, and other groups have been instrumental in raising money for this fund.

**Supporting Activities:**

- Increase outreach/advertising to regional archival organizations (and others?).
- Consider increasing amount of awards?

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Donors</th>
<th>Total Donations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>129</td>
<td>6,432</td>
</tr>
<tr>
<td>2020</td>
<td>107</td>
<td>8,063</td>
</tr>
<tr>
<td>2019</td>
<td>151</td>
<td>16,285</td>
</tr>
<tr>
<td>2018</td>
<td>188</td>
<td>13,764</td>
</tr>
<tr>
<td>2017</td>
<td>169</td>
<td>7,113</td>
</tr>
<tr>
<td>2016</td>
<td>112</td>
<td>7,024</td>
</tr>
<tr>
<td>2015</td>
<td>51</td>
<td>2,719</td>
</tr>
<tr>
<td>2014</td>
<td>68</td>
<td>5,306</td>
</tr>
<tr>
<td>2013</td>
<td>92</td>
<td>6,966</td>
</tr>
</tbody>
</table>

NDRFA Fund Balance
(September 30, 2020) $82,480
ACTIVITY 5: DEVELOP A PLANNED GIVING PROGRAM

A very accessible giving vehicle for SAA members is planned giving through a will or a bequest, in which the donor commits to give a share of her or his estate/insurance proceeds/account. This activity should encourage archivists to leave a legacy beyond the important contributions of their professional work and their individual donations.

Supporting Activities:

- Provide compelling text regarding planned giving for publication on the Foundation website.
- Identify cohort (Fellows, past presidents, etc.) who should be encouraged to remember SAA in their wills.