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.

FY24-25	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]**		**Committee on Education** / **Archival Repatriation Comm** / Diversity Committee / Sections (RAO, NAAS, A&D, etc.) / Council / Staff2
FY23-24	B.	Provide media training for cohort 1 of 5-7 members; create media opportunities.		COPA / COPP / PR Counsel / **Staff2**
	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.

FY24	A.	Draft legislation for national funding initiative; seek sponsors.		**COPP** / Joint Working Group / NCH
FY22-25	B.	Develop letters/editorials on public policy issues for archivists' use. [Consider providing training on how to write an op-ed.]	Operational.	COPA / **COPP** / Staff3

FY23	C. Launch and update as needed "Facts and Figures" data-based webpage.	In progress.	**CORDA** / Staff3/Sections/Committees
FY24	D. Seek co-sponsors for federal funding initiative.		**COPP / Joint Working Group** / NCH
FY25	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 / CORDA** / Arch Mgmt Section / Staff3
	F. Develop graphics, interactive map to track district visits; participation "count down" to all 50 states.		**Staff3 / COPP** / JWG on Advocacy
FY24-25	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.

FY23-25	A. Exhibit at future ATALM conferences; establish scholarship program for NAAS members. **[DEIA Work Plan]**	Ongoing.	NAAS / Publications Board / **Staff3**
FY24	B. Webcasts on *Protocols* and *Guidelines for Accessibility*. **[DEIA Work Plan]**	Ongoing.	**NAAS** (SAAF Grant) / Comm on Education / A&D Section / Staff3
FY24	C. Complete "IP Guide" to Native American *Protocols*. **[DEIA Work Plan]**	In progress.	IPWG / **Arch Repatriation Comm**
FY25	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.

FY24	A. Rally archivists to conduct district visits.	In progress.	**COPP** / Joint Working Group / Staff3
FY23-25	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.	In progress.	**CORDA** / COPP / **COPA** / Staff3
FY23-25	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]**		**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.

FY23-FY24	A.	Develop a comprehensive Management Track.	Ongoing.	**Committee on Education** / Arch Mgmt Section / Staff1
FY23-FY24	B.	Implement remaining Management Track programs.	Ongoing.	**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]**		**TBD,** Arch Mgmt Section
FY23-25	F.	Contingent labor and pathways to a secure career for BIPOC, LGBTQIA+, and disabled archival workers **[DEIA Work Plan - 1.2]**		**Task Force on Memb Pathways,** 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]**		**Task Force on Memb Pathways,** 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.

FY22-23	A.	Publish titles that address DEIA, component group needs, and leadership perspectives. **[DEIA Work Plan 2.3]**	Ongoing.	**Publications Board** / Staff2
FY23-25	B.	Retool/refresh DAS and other professional development offerings as needed to remain current.	Ongoing.	**Committee on Education** - DAS Subcomm / Staff1
FY25	C.	Publish *Appraising and Acquiring Archives and Manuscripts (AFS III).*	Ongoing.	**Publications Board** / Staff1
FY24	D.	Scope and plan advanced DAS track for "re-certificate."	In progress.	Committee on Education - **DAS Subcomm** / Staff2
FY25	E.	Publish *Introducing Archives and Manuscripts (AFS III).*	Ongoing.	**Publications Board** / Staff1

FY23-24	F.	Implement Task Force on Publishing Ethics.	Ongoing.	Editorial Board / Publications Board / Dictionary WG / **CEPC** / Staff3
FY23 -24	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]**		**Comm Education**, Diversity Comm, Labor Archives Section
FY23-24	H.	Support post-custodialism, radical empathy, communication, and ethics in collecting. **[DEIA Work Plan - 4.3]**		**Standards Comm**, Education, Publications, AA Board, CEPC, AAA Section, Archives Mgmt Section, RAO Section
FY25	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.

FY23-24	A.	Journal accessibility: Implement hidden content project recommendations and consider reducing journal embargo.	In progress.	**Editorial Board** / Staff2
FY23-24	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]**		A&D Section, Diversity Comm, Comm Education, Publications, **Staff**
FY25	C.	Schedule regional rotation of "boot camps" with more advance notice.	Not done (COVID).	**Education Staff**
FY25	D.	Explore possibility of regional in-person "boot camps."	[COVID]	**Education Staff**3
FY25	E.	Host limited number of regional in-person "boot camps."	[COVID]	**Education Staff**1
FY24-25	F.	Provide more local and regional opportunities for participation **[DEIA Work Plan - 2.6]**	**Operational**	**[Operational – staff]** Council, Comm Education, RAAC, Membership Comm, SNAP Section, Program and Host Comms,

2.4. Foster communities for professional interaction.

FY23	A.	Initiate component group cross-interactions and programming.	Ongoing.	**Council** / Component Group Leaders / Staff3

FY24	B.	Continue to implement component group cross-interactions.	Ongoing.	**Council** / Component Group Leaders / Staff3
FY25	C.	Provide archives workers and archival organizations resources for community building (affinity groups for employees, related to retention). **[DEIA Work Plan - 1.6]**		Council, **Diveristy Comm**, RAO Section, Archives Mgmt Section, Women Arch Section
FY23-25	D.	Build and sustain relationships with BIPOC communities to better support community archives. **[DEIA Work Plan - 4.2]**		**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.

FY24	A.	Identify need for new standards and prepare development work plan roadmap.	In progress.	**Standards Committee**
FY25	B.	Implement standards development roadmap.	In progress.	**Standards Committee**
	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]**	Ongoing.	A&D Section, Diversity Comm, CoE, Publications, **Staff**
FY24	D.	Develop resources, identify existing resources, and provide easy access to all resources for archivists on anti-racism and DEIA topics **[DEIA Work Plan - 3.2]**		CoE, **Diversity Comm**, Membership Comm, (many sections), Staff
FY24	E.	Support critical reexaminations of descriptive practices and language used for description, narratives, and exhibits. Promote inclusive language. **[DEIA Work Plan - 4.1]**		Diversity Comm, **Standards Comm**, Description Section, RAO Section
FY25	F.	Support post-custodialism, radical empathy, communication, and ethics in collecting. **[DEIA Work Plan - 4.3]**	Ongoing.	**Standards Comm**, Publications, AA Board, CEPC, AAA Section, Archives Mgmt Section, RAO Section, Labor Arch Section, NAAS
FY23	G.	Create guidance on inclusive reference/reading room practices. **[DEIA Work Plan - 4.6]**		**Diversity Comm**, Standards, RAO Section

FY23-25	H. Address the shortcomings of archival description and the presence of bias. **[DEIA Work Plan - 4.4]**		Diversity Comm, **Standards Comm**, Description Section
FY23-25	I. Address the shortcomings of archival collecting and the presence of bias. **[DEIA Work Plan - 4.5]**		Diversity Comm, **Standards Comm**, Collection Mgmt Section, AAA Section

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

FY22	A. Begin implementation of A*CENSUS II.	Complete.	**A*CENSUS II Working Group** / Ithaka S+R / Staff1
FY23	B. Begin to populate data repository.	In progress.	**CORDA**
FY23	C. Draft Research and Innovation Roadmap for Council review and approval.	In progress.	**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
FY22	E. Implement A*CENSUS II.	Complete.	**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.	Complete	**A*CENSUS II Working Group / Ithaka S+R** / CORDA / Staff1
FY25-26	H. Conduct A*CENSUS on a regular schedule **[DEIA Work Plan - 1.3]**		**Council,** Staff, CORDA, A*CENSUS II WG
FY24	I. Seek effective means to elevate information presented at Research Forum.	Ongoing.	**CORDA** / Staff3

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

FY22-25	A. Consider strategic advantages of partnering with other organizations; initiate conversations as appropriate.	Ongoing.	Council / **Executive Director** / Staff3
FY22-25	B. Advocate for DEIA informed curriculum at graduate archival programs **[DEIA Work Plan - 3.4]**		Council, **GAE Subcomm**, Arch Educators Section
FY22-25	C. C. Build and sustain relationships with BIPOC communities to better support community archives. **[DEIA Work Plan - 4.2]**	In progress.	**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.

	A.	See 2.1.A. (develop comprehensive Management Track) and 2.1.B. (publish Leading and Managing Archives and Manuscript Repositories).	Ongoing.	**Staff**
FY22-25	B.	Provide periodic online engagements with members to address questions, foster interest in leadership development.	Ongoing.	**Council** / Section Leaders
FY22-25	C.	Build on successes to continue engagement with members in developing their leadership skills.	Ongoing.	**Council** / Staff2
FY23	D.	Stimulate interest in developing leadership skills, becoming an SAA leader, especially among underrepresented sectors of the profession. [DEIA Work Plan]		Council / **Task Force on Memb Pathways** / Staff
FY24-25	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.

FY23-24	A.	Conduct periodic (e.g., quarterly) pulse surveys to check in re member needs, preferences, interests.	Ongoing.	**Membership Committee** / Allied Orgs / Staff2
FY25	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]		Council, Membership Comm, **Diversity Comm**, RAO Section, Archives Mgmt Section

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

FY22-23	A.	A. Implement Year 1 of DEIA work plan.	Ongoing / upcoming.	**Council** / Consultant / All Component Groups / Staff1
FY23-25	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]		**Membership Committee** / Staff2

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

FY22-25	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
FY22-25	B.	Diversify the instructor base for SAA education programs.	Ongoing.	**Committee on Education** / Staff
FY24	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
FY24	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
FY25	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.

FY24	A.	Research and implement models (related to diversifying leadership) in use in other organizations. **[DEIA Work Plan - 2.2]**		Council, **Staff (Executive Director), Diversity Comm**, Nominating Comm, Appointments Comm
FY25	B.	Implement a more inclusive strategic planning process, engaging leaders, membership, and the greater profession in developing the strategic plan. **[DEIA Work Plan - 2.5]**	Ongoing.	**Council, Staff (Exec Director)**, Membership Comm
FY24	C.	DEIA Foundations training for SAA staff and leadership. **[DEIA Work Plan - 3.3]**		Council, **Staff (Exec Director)**