

# Saskatchewan Council for Archives and Archivists

## Strategic Plan, 2012-15

### EXECUTIVE SUMMARY:

VISION
<b>Archivists and archival institutions have the supports to ensure they can preserve and provide access to Saskatchewan's collective experience so that it informs the future</b>
MISSION
<p>After considering the particular role of SCAA in achieving the Vision, the Executive Committee determined that the current objectives articulated in the Constitution and Bylaws accurately portrayed it. They adopted this as the mission.</p> <p>The mission of the Council is: <b>Through leadership, support, education and promotion, the SCAA fosters the development, cooperation and advancement of Saskatchewan's archives and archivists.</b></p> <p>The Council actively realizes its mission through the pursuit of goals. The goals of the Council are:</p> <ul style="list-style-type: none"><li>(i) To provide a forum for the exchange of information and ideas among those interested in archives;</li><li>(ii) To encourage the development of a cooperative archival system within the province;</li><li>(iii) To encourage the preservation and conservation of Saskatchewan's archival records;</li><li>(iv) To encourage the establishment of new archival institutions within the province;</li><li>(v) To develop and promote standard archival policies and practices;</li><li>(vi) To assist members to obtain funding through granting and other funding agencies and, where necessary, to adjudicate grant requests on behalf of members;</li><li>(vii) To assist in the education of archivists and others with interests in the field of archives;</li><li>(viii) To represent the provincial archival community in a national archival network, and;</li><li>(ix) To promote public understanding and use of archives and historical resources in the province.</li></ul>
VALUES
<ul style="list-style-type: none"><li>• Passionate about archives</li><li>• Transparent</li><li>• Fair and equitable</li><li>• Adhere to a Council Code of Ethics</li><li>• Financially responsible</li></ul>

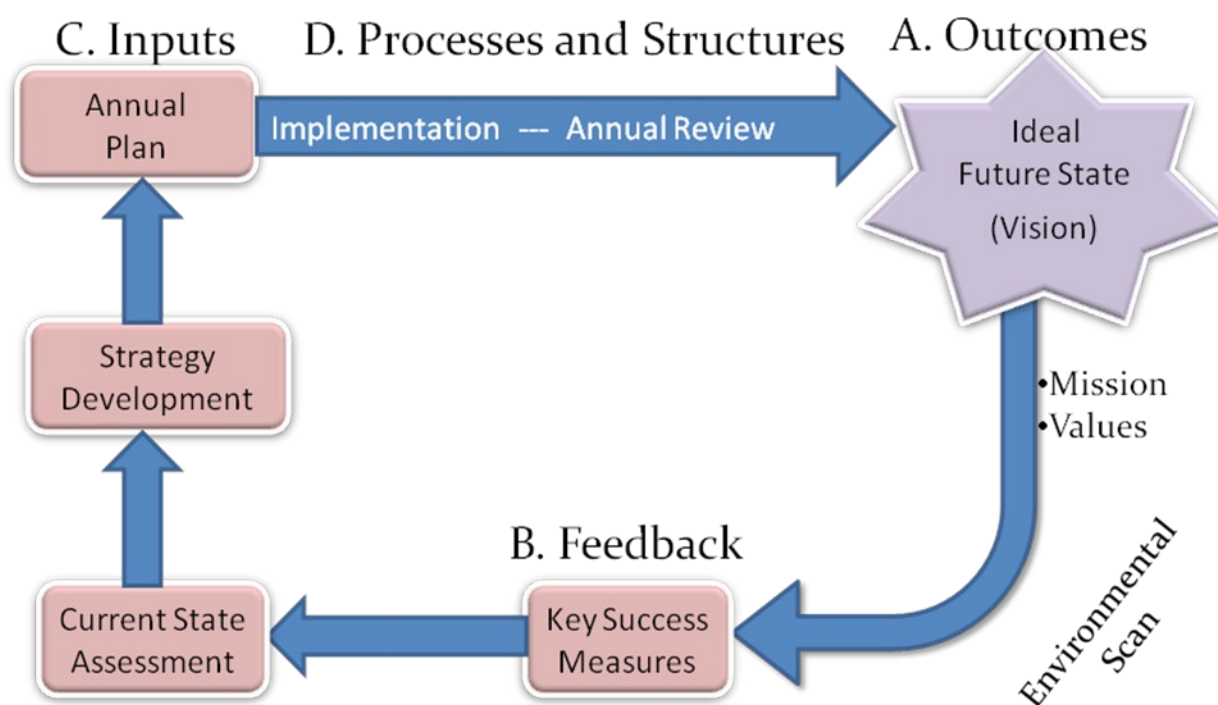
<b>KEY SUCCESS MEASURES</b>					
<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>6.</b>
Individual and institutional members are supported	Members are engaged and involved and archives and archivists are cooperative, supportive and collegial	SCAA is financially secure and sustainable	SCAA resources are effectively leveraged to increase impact	The general public is aware of and cares about archiving and archives	Volunteer and professional archivists have the skills to effectively respond to a changing environment
<b>2012-2015 STRATEGIC PRIORITIES</b>					
Continuation of existing services but with clear targets and intentions	Develop Code of Ethics  Develop non-Executive Committee member recruitment strategy  Develop Engagement Plan	Develop long term financial plan to build reserves that are sufficient to allow operation for three months	Develop partnerships with organizations that have expertise in areas that can support our initiatives and reduce our costs	Develop a plan to increase the number of public events that are not related to Archives Week or Culture Days by 1 per year  Establish a mechanism to track the use of archival services provincially  Explore advocacy opportunities	Design and establish a multi-year post-appointment professional development program for archivists  Develop a voluntary mentorship program

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## Strategic Plan, 2012-15

### BACKGROUND:

The Saskatchewan Council for Archives and Archivists (SCAA) has adopted the strategic management approach developed by the Haines Centre for Strategic Management as its model for strategic planning. The model is designed to be incorporated as a year-round, ongoing approach to management, rather than an occurrence that takes place once every three to five years. The model begins with the end in mind and works backwards to operational strategies, processes and structures and has annual review and renewal built into it. The model is characterized in the graphic presented below.



Of the above steps in the process, the Executive Committee of SCAA assigned themselves the task of determining the ideal future state, the key success measures, and the key strategic priorities (strategy development). These outcomes were informed by a membership survey conducted in February and March 2011. These outcomes are articulated in the Executive Committee's policies, which communicate the Executive Committee's expectations to the Executive Director and to its committees.

The Executive Director has been assigned strategic and administrative results and has been tasked with the job of developing and implementing an annual plan that responds to these results. Uniquely, several of the committees have also been assigned strategic results for which they must develop and execute program plans to deliver.

The Executive Committee's assessment of that plan will be based on the outcomes established and the extent to which the plan advances the organization towards the achievement of its key success measures. The Executive Committee will continue to review the plan annually to ensure that it remains responsive to both the external trends faced by the organization and the capacities the organization can bring to bear internally.

This document provides the Executive Committee's portion of the plan, the strategic framework that will be the basis of ongoing annual planning.

## **EVALUATION OF PERFORMANCE RE: LAST STRATEGIC PLAN**

The first step of any planning exercise is to assess where the organization is in terms of previous planning work. The following represents the SCAA Executive Committee's and member's assessment of accomplishment priorities established in 2006. That plan used the ICA approach to planning. The process was highly inclusive and laid the foundation for SCAA's evolution as a Provincial Cultural Organization (PCO).

The first objective established in the last plan was, "**Become a significant stakeholder/resource in/with SaskCulture membership – not duplicating efforts.**" The Executive Committee felt that it had been very successful in advancing this agenda. The following include some initiatives that provide evidence in support of this conclusion:

- Support for Saskatchewan Youth Heritage Fair (SYHF)
- Respect of SaskCulture in meeting objectives annually:
  - Provides SCAA with respected voice
  - Allows SCAA issues to be brought forward and heard
- Working with other PCOs – a component is to assist them to archive their history/records
- Partner with other PCOs re: Culture Days, etc. Gain an improved profile from marketing initiatives

SCAA second objective was, "**Expanding member services for professional development.**" This area continues to be a work in progress. Membership continues to grow, although it was felt that there was room to grow more in individual memberships. The professional development program has contributed to increased member support and, by providing workshops at the AGM along with other incentives, attendance has increased.

Two associated objectives to the one above were, “**Improved member involvement**” and “**Develop a better working relationship with Saskatchewan Archives Board (SAB), re: their unique role.**” Similar to the assessment of the priority above, these objectives were perceived to have been successful. The SAB now has four members on the Executive Committee and more SAB staff are involved on the Public Awareness Committee (which leads Archives Week planning). The improved involvement of the SAB in the SCAA has contributed to the credibility of SCAA with other members and potential members and has improved the capacity of the organization to better serve its members. Communication was perceived as the most beneficial service that SCAA provides to membership (89.7% of survey respondents identified it as the most beneficial service). The SCAA Executive Committee has identified that there is further opportunity to grow membership involvement through the development of a mentorship program. Such a program was suggested by several survey respondents.

Another objective was, “**Improved public awareness.**” While the SCAA Executive Committee has not attempted to measure changes in public awareness, they have successfully launched a significant public awareness program, Archives Week, which includes media interviews and activities and educational programs and other archives events across the province. 62.1% of survey respondents included Archives Week on their list of beneficial services.

“**Succession planning and continuity for Executive members**” was another objective identified in the strategic plan. The Executive has successfully restructured Executive Committee terms so that they are overlapping, improving continuity, and has also brought in a few new members to the Executive Committee. However, there remains a concern that Executive and Committee membership is primarily revolving through the same pool of individuals. This concern was identified by both the Executive and at least one survey respondent.

“**To create a strategic plan**” was an objective in the strategic plan, which struck Executive Committee members as a bit circular. However, when one examines the ICA process, the document that was built was likely intended as a consultation document to inform the development of a future strategic plan. The Executive Committee, however, has been using the objectives from that process as a strategic plan. The objectives have driven their choices for planning and programming since it was developed.

The final objective from SCAA’s first strategic plan was, “**Have a strategic approach to secure resources (including \$\$\$).**” The Executive Committee recognized that SCAA continues to struggle to become less reliant on lottery & NADP funding. This needs to be a continued emphasis for the future. The Executive believes that there are significant opportunities through pursuing partnerships with other organizations. This effort could leverage increased capacity without the need for more funds.

## IDEAL FUTURE STATE

The ideal future state is a description of the long term difference the organization is intending to make. The Vision is a high level, inspirational statement that describes the future the organization is established to realize. The Mission recognizes that a single organization is unlikely to be able to solely achieve the Vision and thus articulates a specific role for the organization by describing what it will do. Values describe the behaviours that are expected in the achievement of the Vision and the fulfillment of the Mission.

## VISION

SCAA had, to date, not developed a vision for the organization. It had been relying on the objective statements from its constitution and bylaws as the guiding framework.

The new vision of SCAA is:

**Archivists and archival institutions have the supports they need to ensure they can preserve and provide access to Saskatchewan's collective experience so that it informs the future.**

## MISSION

After considering the particular role of SCAA in achieving the Vision, the Executive Committee determined that the current objectives articulated in the Constitution and Bylaws accurately portrayed it. They adopted this as the mission.

The mission of the Council is: **Through leadership, support, education and promotion, the SCAA fosters the development, cooperation and advancement of Saskatchewan's archives and archivists.**

The Council actively realizes its mission through the pursuit of goals. The goals of the Council are:

- (i) To provide a forum for the exchange of information and ideas among those interested in archives;
- (ii) To encourage the development of a cooperative archival system within the province;
- (iii) To encourage the preservation and conservation of Saskatchewan's archival records;
- (iv) To encourage the establishment of new archival institutions within the province;
- (v) To develop and promote standard archival policies and practices;
- (vi) To assist members to obtain funding through granting and other funding agencies and, where necessary, to adjudicate grant requests on behalf of members;
- (vii) To assist in the education of archivists and others with interests in the field of archives;
- (viii) To represent the provincial archival community in a national archival network, and;

- (ix) To promote public understanding and use of archives and historical resources in the province.

## VALUES

The SCAA Executive Committee commits to the following values in the achievement of its Vision and the fulfillment of its Mission. They will be:

- Passionate about archives
- Transparent
- Fair and equitable
- Adhere to a Council Code of Ethics<sup>1</sup>
- Financially responsible

## ENVIRONMENTAL SCAN

Every strategic plan needs to be built in the context of the environment within which the organization operates. The plan must recognize the trends and issues that are emerging and evolving among those it is attempting to serve. It must be built in the context of the capacity it can bring to bear. Environmental scanning is typically the name given to this exercise.

In advance of the strategic planning process, the SCAA had polled its members. The results of that survey were one input to the environmental scanning process. Also relevant was the analysis the Executive Committee had done on its success implementing its previous strategic plan. Finally, Executive members also brought to the table their own insights and experiences.

The Environmental Scanning process used the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework as its basis. Below are the results of that analysis. Those issues/findings in **bold** are those that Executive members agreed were most important to address.

### Strengths:

- **Grant programs**
  - **SCAA/NADP**
- **Archives Week**
- **Staff support**
- **Good communication tools**
- 3 years of funding
- Archives Advisor
- Accountable and transparent

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<sup>1</sup> Note that the Council currently does not have a Code of Ethics. This value presumes one will be developed.

### **Weaknesses:**

- **Poor attendance at AGM**
- **Education – focus on general information; need specialized classes**
- **Limited professional development tools**
- Regina/Saskatoon focused for workshops; need more distance education opportunities
- Limited public awareness
- Burnout potential – what do we do?
- Traditional based – how will we deal with new/emerging media?
- Communication with smaller centres, archives
- Lack of support for future archivists, next generation

### **Opportunities:**

- **Possibility of partnerships**
- **Availability of new learning/communication tools (YouTube; Flickr; Facebook; and what ever is next)**
- **Develop relationships with educators through, for example, SYHF**
- **Mentorship (development of new outreach programs)**
- Funding opportunities (using regional groups (SAAG; RAAG) to access regional funding)

### **Threats**

- **Poor understanding of value of archives in the general public**
- **Long term viability of small archives and their ability to preserve their records**
- Burnout
- Long term funding limited to 2 funding agencies
- Technology
- Zombies

### **KEY SUCCESS MEASURES**

Key Success Measures are outcomes that are derived from the Vision, Mission, Values, and Environmental Scan. They articulate the results that the organization is targeting for the period envisioned in the strategic plan (in this case, the next three years). They need to be achievable and measureable so that they offer those taking instruction from them clarity, but they also need to be ambitious enough to inspire and motivate.

Because of the unique structure of the SCAA (an Executive Committee made up of professionals and subject matter experts in the field of archives with an Executive Director who brings expertise in



organizational administration and communications, but not in archives), the Executive Committee has determined that it will remain a key player in the development and delivery of programs and services. It has established a working committee structure to deliver on this approach.

New for the SCAA is a clarification of accountabilities and responsibilities. Through this strategic planning process, the responsibility and accountability for particular key success measures is delegated either to the Executive Director or to one of the working committees. The Executive Director or the relevant working committee will be responsible for developing and executing the plans to deliver on the Key Success Measure.

The Key Success Measures for the SCAA are:

#### 1. **Individual and institutional members are supported**

The responsibility for this outcome is shared by the Executive Director and the Executive Committee. Specific responsibilities are noted in the measures below.

- **Measure:**
  - Institutional visits by the Archives Advisor (Delegated to the Executive Director)
  - **Target:**
    - 100% of institutional members in 3 years
- **Measure:**
  - Quality of grant applications of institutional members (Delegated to the Executive Director)
  - **Target:**
    - Institutions write grant applications which are not rejected at the provincial or national level for incompleteness
- **Measure:**
  - Quantity of grant applications of institutional members (Delegated to the Executive Director)
  - **Target:**
    - 4 institutions that have never received grant funding write and submit grant applications
- **Measure:**
  - Individual member participation in PDF, workshops, AGMs and other/ new services (Delegated to the Executive Director)
  - **Target:**
    - Ensure that individual membership grows and that new members renew their memberships over 3 years
- **Measure:**
  - Size of institutional grant pool (Not delegated: accountability retained by the Executive Committee)
  - **Target**

- Increase size of the institutional grant pool as a percentage of core SaskCulture funding to SCAA

**2. Members are engaged and involved and archives and archivists are cooperative, supportive and collegial**

The responsibility for this outcome is shared by the Executive Committee and the Communications Committee. Specific responsibilities are noted in the measures below.

- **Measure:**
  - Level of change in Executive Committee membership (Not delegated: accountability retained by the Executive Committee)
  - **Target:**
    - No more than 50% of the Executive Committee members change each year
- **Measure:**
  - Number of non-executive members on committees who are prepared to take on executive responsibilities (Not delegated: accountability retained by the Executive Committee)
  - **Target:**
    - 1 per committee
- **Measure:**
  - Number of new non-executive members on committees (Not delegated: accountability retained by the Executive Committee)
  - **Target:**
    - 2 per year
- **Measure:**
  - Number of members who have signed on to a Code of Ethics (Not delegated: accountability retained by the Executive Committee)
  - **Target:**
    - 100% of institutions
- **Measure:**
  - Completion and implementation of an Engagement Plan (Communications Committee)
  - **Target:**
    - Communications Committee completes and implements a plan for Engagement that builds on the two communication reports of 2009 and 2010

**3. SCAA is financially secure and sustainable**

This outcome is delegated to the Executive Director.

- **Measure:**
  - Size of accumulated surplus
    - **Target:**
      - Sufficient to operate 3 months without additional resources. This accumulated surplus will not include funds received from SaskCulture

#### 4. SCAA resources are effectively leveraged to increase impact

This outcome is delegated to all program committees.

- **Measure:**
  - Increase the percentage of funding/revenue generated outside direct Saskculture funding
    - **Target:**
      - 25% of funding/revenue to be generated from sources other than SaskCulture

#### 5. The general public is aware of and cares about archiving and archives

This outcome is delegated to the Public Awareness Committee.

- **Measure:**
  - Non-member attendance at SCAA events
  - **Target:**
    - 50% increase over 3 years
- **Measure:**
  - Use of archival services by the general public
  - **Target:**
    - Need to establish a baseline; establish a standard data gathering form; increase 15% by end of 3 year period
- **Measure:**
  - Number of public events that are not Archives Week or Culture Days related
  - **Target:**
    - 1 per year
- **Measure:**
  - Increase in general membership
  - **Target:**
    - 100% over three years
- **Measure:**
  - Increase in government funding for archives
  - **Target:**
    - Work with the Canadian Council of Archives to highlight the need for the federal government to increase its financial assistance levels to Archives

## **6. Volunteer and professional archivists have the skills to effectively respond to a changing environment**

This outcome is delegated to the Education Committee

- **Measure:**
  - Attendance at every workshop
    - **Target:**
      - Fill each workshop to capacity
- **Measure:**
  - Number of people who have enrolled in a multi-year professional development program
    - **Target:**
      - Develop a professional program and offer first sessions by 2015

## **KEY STRATEGIC PRIORITIES**

The utility of the Strategic Management approach is that it not only provides a useful framework for determining how an organization will measure success, it also provides a framework for establishing strategic priorities for action. This section of our strategic plan uses our Key Success Measures to identify strategic actions that will form the basis of our operational plan for the coming three years.

The following strategic priorities do not yet have timelines attached to them. These timelines will be developed as part of the operational planning undertaken by the Executive Director and by working committees.

### **1. Individual and institutional members are supported**

- Continuation of existing services but with clear targets and intentions

### **2. Members are engaged and involved and archives and archivists are cooperative, supportive and collegial**

- Develop Code of Ethics
- Develop non-Executive Committee member recruitment strategy
- Develop Engagement Plan

### **3. SCAA is financially secure and sustainable**

- Develop long term financial plan to build reserves that are sufficient to allow operation for three months

### **4. SCAA resources are effectively leveraged to increase impact**

- Develop partnerships with organizations that have expertise in areas that can support our initiatives and reduce our costs

**5. The general public is aware of and cares about archiving and archives**

- Develop a plan to increase the number of public events that are not related to Archives Week or Culture Days by 1 per year
- Establish a mechanism to track the use of archival services provincially
- Explore advocacy opportunities

**6. Volunteer and professional archivists have the skills to effectively respond to a changing environment**

- Design and establish a multi-year post-appointment professional development program for archivists
- Develop a voluntary mentorship program

## APPENDIX 1

### Flip Chart Notes from Executive Committee Strategic Planning Session

Saskatoon, May 13, 2011

#### *Evaluation of Performance re: last Strategic Plan*

- **Become a significant stakeholder/resource in/with SaskCulture membership – not duplicating efforts**
  - Support for SYHF
  - Respect of SaskCulture in meeting objectives annually:
    - Provides SCAA with respected voice
    - Allows SCAA issues to be brought forward and heard
  - Working with other PCOs – a component is to assist them to archive their history/records
  - Partner with other PCOs re: Culture Days, etc. Gain an improved profile from marketing initiatives
  
- **Expanding member services for professional development**
  - Membership continues to grow. There is an opportunity to grow individual memberships
  - Professional development program support has led to increased member support
  - Workshops with AGM and other incentives to attend resulted in increased attendance
  
- **Improved member involvement**
  - Yes. More SAB involvement
  
- **Improved public awareness**
  - Archives Week – forced focus on public awareness, drives events and activities
  
- **Succession planning and continuity for Executive members**
  - 2 year terms
  - Overlapping terms

- **To create a strategic plan**
  - Check – how effectively are we using it?
  
- **Have a strategic approach to secure resources (including \$\$\$)**
  - Struggling to become less reliant on lottery & NADP funding. Need to expand funding base
  - Investigate partnerships with similar organizations – e.g. joint conference/events
  
- **Develop a better working relationship with SAB, re: their unique role**
  - 4 SABers currently on Exec Committee
  - More staff involved on public awareness committees
  - What else needs to happen? E.g. Mentorship program

### ***Five Why's Exercise***

#### **Participant #1**

1. To educate the people and groups within the province on the importance of recording their history and how to best do this
2. Who we are/our history is part of our value system, our culture, our common and different characteristics – boxes in basements won't do it
3. Diversity; tolerance of diversity; sense of worth; sense of belonging; historical learning; sense of history – stops loss of history
4. Personal value/self worth; family pride – historically preserved
5. Trust me – it is!

#### **Participant #2**

1. To support and encourage the growth of archives within the province
2. Helps ensure the history of the province is available for future generations
3. Understanding ourselves as members of a community and how we got there
4. So past can inform the future
5. Fosters pride in who we are in Saskatchewan

#### **Participant #3**

1. To increase best archival practices in Saskatchewan

2. Make people aware of what is important
3. Conscious of heritage
4. What is it you want to remember?
5. What will be your gift to future generations?

**Participant #4**

1. To advance archives in the province
2. Archives are not well-known or used
3. Archives are a valuable resource
4. Archival materials inform/add value
5. Adding value creates more meaning/understanding

**Participant #5**

1. To foster relationships amongst the province's archival community
2. Because the archival community is small but dispersed across the province
3. So that archives and archivists can work together, support each other's work (initiatives, projects)
4. Working together will create better projects, events, etc. that represent more of the province
5. This will help to build the reputation of Saskatchewan archivists and archives with the public and with archives/archivists in other provinces

**Participant #6**

1. To help institutions serve people
2. Because otherwise people won't be willing to spend money on archives
3. Because archives cannot function without funding
4. Archives protect the truth
5. And the truth will set you free

**Participant #7**

1. Archivists often work in isolation and need to feel connected with one another and within their community
2. Basic human need to connect with other individuals – emotional support
3. Deep down, we all feel the need to connect
4. After home, the majority of time is spent at work – we need to feel “secure” and need an outlet
5. Just cause



**Result of Exercise:**

**VISION:** *Archivists and archival institutions have the supports to ensure they can preserve and provide access to Saskatchewan's collective experience so that it informs the future.*

**MISSION:** *The Purpose and Objectives from the constitution*

**Environmental Scan – SWOT Analysis**

**Strengths:**

- **Grant programs**
  - **SCAA/NADP**
- **Archives Awareness Week**
- **Staff support**
- **Good communication tools**
- 3 years of funding
- Archives Advisor
- Accountable and transparent

**Weaknesses:**

- **Poor attendance at AGM**
- **Education – focus on general information; need specialized classes**
- **Limited professional development tools**
- Regina/Saskatoon focused for workshops; need more distance education opportunities
- Limited public awareness
- Burnout potential – what do we do?
- Traditional based – how will we deal with new/emerging media?
- Communication with smaller centres, archives
- Lack of support for future archivists, next generation

**Opportunities:**

- **Possibility of partnerships**
- **Availability of new learning/communication tools (YouTube; Flickr; Facebook; and what ever is next)**
- **Develop relationships with educators through, for example, SYHF**
- **Mentorship (development of new outreach programs)**
- Funding opportunities (using regional groups (SAAG; RAAG) to access regional funding

## **Threats**

- **Poor understanding of value of archives in the general public**
- **Long term viability of small archives and their ability to preserve their records**
- Burnout
- Long term funding limited to 2 funding agencies
- Technology
- Zombies

## ***Key Success Measures:***

### **Theme #1**

#### **Members are engaged and involved and cooperative, supportive and collegial with each other**

- Enhance/strengthen the co-operative nature of archives
- Archivists/archives from smaller communities will feel more involved in the SCAA, participate more in SCAA events, etc.
- Code of Ethics
- Increase member involvement
- We will have full attendance at the AGM
- Stronger connections between volunteer and professional archivists and archives
- Members are actively engaged in SCAA executive and committees as well as events like the AGM
- Executive Committee turn over annually in an organized fashion (succession planning and management) so that there are no negative impacts on member service or the office delivery of service

### **Theme #2**

#### **Volunteer and professional archivists have the skills to effectively respond to a changing environment**

- Better educated/informed
- Education initiatives will be valuable for members who are all different levels of involvement (i.e. volunteers vs. experienced archivists' needs are addressed)
- Develop education tools for general public and profession
- Members will be attending a systematic, multi-year, post-appointment educational program
- We will have a web-based workshop/learning tool in addition to our face to face workshops
- On-line education tools
- On-line education delivered at 3 levels:

- Basic
- Intermediate
- Advanced

### **Theme #3**

#### **Individual and institutional members are supported**

- Successful institutional grants are awarded at an increase of 1 to 2 additional each year over the next three years (3 to 6 total)
- Institutional members are visited annually in an organized rotational plan
- Increased communication with smaller archival institutions

### **Theme #4**

#### **SCAA resources are effectively leveraged to increase impact**

- We will partner with outside organizations and groups to leverage resources
- New partnerships are developed
- Working with other organizations to deliver programs
- Partnerships with other that promote archives use

### **Theme #5**

#### **SCAA is financially secure and sustainable**

- Financially secure
- Develop funding streams other than SaskCulture and NADP
- Successful SaskCulture funding for 2014-2016

### **Theme #6**

#### **The public is aware of and cares about archiving and archives.**

- Regular public exposure through mainstream media – Council seen as clearinghouse for historical information by media representatives
- Increased use of communication tools
- Communication plan in place to reach:
  - Public
  - Members

## APPENDIX 2

### Results of Strategic Planning Questionnaire conducted via 'SurveyMonkey'

February and March, 2011

1. Name (optional): 12 answered question  
17 skipped question

2. Institution (optional): 14 answered question  
15 skipped question

3. What SCAA services do you currently benefit from most? (Please select all that apply.)

	Response Percent	Response Count
SAIN Databases	44.8%	13
Annual Conference	27.6%	8
Communications (Newsletter, E-Update, listserv, website, etc.)	89.7%	26
Archives Week	62.1%	18
Public Awareness	44.8%	13
NADP Grant Program	17.2%	5
Institutional Grants Program	44.8%	13
Archives Week Grants Program	31.0%	9
Education Program - Workshops	62.1%	18
Education Program – Professional Development Funding	41.4%	12
Cooperative Online Exhibits	17.2%	5
Loan of Environmental Equipment	3.4%	1
Archives Advisor Services	34.5%	10

4. Do you have any suggestions to strengthen current SCAA services?

Web-based learning programs and resources, more teleconferencing of educational seminars to reach remote locations, web cam or filmed YouTube-style short educational programs, streaming video of conferences, etc. People are so far-flung and budgets for so many institutions are so small that more web outreach would be beneficial to many members.

A renewed focus on the SAIN databases would be welcome -- adding fonds-level entries, ensuring all institutions are represented on the sites, and moving toward full finding aids online would be extremely useful, both for researchers and for the promotion of archival materials. In any event content for these databases can't be left to languish.

I really like the services provided by the SCAA. While I only marked off the services that I directly benefit from (as an individual member), I am aware of the other activities and believe that they are extremely worthwhile and valuable.
I would like SCAA to utilize options such as Moodle (online course software) for its basic Archives course as well as webinars for some shorter courses. It's great that SCAA offers one to two workshops but they are not always convenient for me due to the timing of the courses. Depending on the topic, what's wrong with offering a 2-3 hour seminar instead?
Expand education programs to cover digital records.
I APPRECIATE ALL SERVICES BUT HAVE NOT TAKEN ADVANTAGE OF THE WORKSHOPS DUE TO TIME, TRAVEL, ETC. PERHAPS YOU COULD PROVIDE FOR WORKSHOP LOCATIONS OUTSIDE OF SASKATOON AND REGINA, OR FOR HANDS-ON VISITS FOR SPECIFIC MENTORING AT REQUEST OF INSTITUTIONS?
Extended Education Program - Develop an online component to our education program by having some workshops offered through the internet. This would allow members who find travel difficult/expensive to participate. It may also be a source of additional revenue as we could offer workshops that archivists outside Saskatchewan might be willing to undertake. We should consider building partnerships with other heritage organizations, or archival councils in other provinces, to deliver coordinated education opportunities.
During Archives Week, we hear about the events and activities in other communities throughout the province. I would like to hear about activities, accomplishments, and the status of member institutions, no matter how small. We have the newsletter and in it are published 'newsworthy' events and activities, but I'd like to be reminded, regularly, of the existence of the institutions and of their ongoing work. So, perhaps a 'heartbeat', 'pulse', or status section in the newsletter would be an improved service.
more formalized coordination for Heritage Fair participation by archivists (judging, etc.)
To date, my involvement with the SCAA has been limited, and because of this, I have no suggestions as to how the SCAA can strengthen current services.
Just to increase the ability of the archives advisor to get out to outlying areas.
I'm so new to this that I would like to see you continue to what you're doing. Maybe promote different areas on website as a learning tool in rotation.....especially for newbies.
Are there any services/ persons who would come to smaller archives, if help is requested?
From an institutional perspective, more workshops for archivists in the field are always welcome.
You are doing a great job!

5. Are there any additional services the SCAA does not provide, that you would like to see developed?

We may well be stretched as it is...and as such, may need to consider how to manage our current activities, strategically, to ensure the best outcomes. However, that said, it would be nice if we could wrangle some form of apprenticeship program with the universities -- for course credit, if possible -- but that would undoubtedly serve to help archives in Saskatoon and Regina more than those in some of the smaller centres.
None that I can think of at this time.
Educational Opportunities beyond the introductory level (i.e. advanced RAD training).
some onsite help if requested or deemed necessary. In looking for solutions to a difficulty, I spoke with someone from SCAA. However, they not SEEING exactly my predicament - their advice was not useful. I am sure their knowledge could have assisted me in solving my situation.
I would like to see some definitive action on the development of 'Sask Standards' for digital information, including images as well as all other records that are in digital form and that must be preserved.

AS ABOVE.
Additional travel grants for members to offset the costs of attending the AGM or to help fund conference travel. Conference participation is an important method of networking and learning in the archival community. The current Professional Development Fund cannot be used for conference attendance unless that conference is tied to a workshop or other educational event. A provincial mentorship program that would foster archivists to share their experience and knowledge with other archivists in the province. An awards program similar to that offered in other provinces.
I would like to note that the SCAA provides many, excellent services, and so, I cannot think of any major service to be developed that is not already offered.
Not that I can think of.
can't think of any at present.
encourage digital/computer development as it is 21st century! But then what do I know?????
Perhaps a larger advocacy role in public awareness.
I can't think of any.

6. Do you feel you or your institution has a say in how the SCAA is governed? Please explain.

Yes, to the extent we choose to be involved.
I am an individual member, although I believe my institution likely has a say in how the SCAA is governed as it is such a big institution.
I would if I were a more faithful conference attendee. See next answer for reason why. Even though I'm not, I've still been part of a couple of committees so I've had more input than I probably should have considering.
Yes!
Sure, if I want a say, I'll get involved with the Board or one of its committees. Also, I've never felt that the Board or Administration isn't interested in feedback.
no As someone outside the SCAA buildings, I don't think I have enough knowledge to know whether or not I should even have a say.
We feel that we have a good input into how SCAA is governed. We have alot of contact with SCAA and have had many chances to give our thoughts and input into different ideas and visions.
We are a new member and are still learning about SCAA and how it is governed.
Yes. I am currently involved in the executive so I definitely feel like I'm having a say right now.
Yes; I have been on the executive and invited to return (at least to let my name stand). I receive all member correspondence and participate in as many activities as possible, including answering surveys.
YES. OUR OPINIONS ARE SOLICITED ALL OF THE TIME. WE HAVE THE OPPORTUNITY TO ATTEND THE AGM AND HAVE OUR VOICE HEARD.
Yes. Archivists from the _____ have sat on committees and the executive for years. _____.
My worry is that SCAA continues to depend on a small group of highly dedicated volunteers who suffer from burn-out. As SCAA grows more and more complex this burn-out becomes an ever-greater risk. We need to continue to shift responsibility to staff and hire additional staff (on a project basis) to ensure we do not over-rely on volunteers and over-extend existing staff.
No, but as very small archives, we feel that the SCAA is very supportive. We are not at this point interested in having a say in how SCAA is governed.
Yes, given that I tend to be on the Exec and sit on committees year after year. Members who aren't so

lucky have considerably less formal ability to influence policy, being limited only to the AGM. HOWEVER - the small size of this community and our membership means that voices do tend to get heard, regardless of how they communicate. As an aside, the AA does a good job of bringing member concerns to the ear of the exec.
My institution would have a say if I attended -- the opportunity is there. Unfortunately, for a number of years I have not attended SCAA functions.
Yes, I do feel our institution has a say in the governance of the SCAA. We have membership on the executive, and I have served on SCAA committees. Even without these connections, I have found the SCAA and its governance to be easily accessible and ready to discuss concerns and issues I have had.
Yes, through committees and members on the executive.
Yes.
I believe that _____, holds a position with the SCAA Executive, therefore the _____ Archives does have a say in how the SCAA is governed
Yes. I'm on the executive ;)
I haven't given too much thought to this; but at present I am satisfied with the way SCAA is governed.
Yes, through active participation in committees and the executive by members of my staff.
Yes, as a voting member at the AGM and at other meetings, and through phone conversations and e-mails.
_____ staff have been very active at the executive and committee level.

7. Do you attend the AGM?

I have; just can't make it every year.
I was attending training out of the country when it was held. It was unfortunate timing as I thought the location sounded fascinating.
1. _____, so I've had three years where I was out of the office _____ or just back in the office for literally a week or so before the AGM, making it not physically possible. 2. _____, the AGM was scheduled a week or so after the ACA conference and I couldn't take any more time away from work. 3. Also, _____, the meetings were in very distant locations, like Prince Albert, that made it difficult or impossible to travel in a day. If they'd been in, say, Moose Jaw, I could've probably made it even if I just came back from ACA, but if it's a day's travel away and then I have to stay overnight it becomes unfeasible to attend the two events back to back. That said, I totally understand the logic behind holding them in June (you probably catch more people before they go on vacation that way) and all over the province (because it isn't fair to make all the small locations go to Regina or Saskatoon every single year). I'm not even necessarily opposed to going out of town to attend - it's mostly been situational for me the last few years. But I would like it if the meetings were live-streamed because of this.
I attend if I am able to get to the location. Last year, the close proximity to ACA made it difficult to fit both events into my schedule.
I really feel that I would not be able to add to these meetings ... also they are generally at a distance, and I don't care to drive distances. But I am not complaining;
I have been to only two out of the four years I have been a member but hope this will increase as I did find them very informative and the workshop on copyright was fantastic.
New member, live far away, family circumstances have not permitted me to do so yet. Will do so when I can.
I don't know, I guess I have never been aware when and where it was held, and then taken the

necessary step to attend.
Not central location - La Ronge. Conflict with other events.
Wasn't able to get to La Ronge, but can usually go if the distances are a bit less. That being said, I appreciate the value of having the AGM in locations north, south and central.
As in previous question, I have not attended the AGM's in recent years. No particular reason. For the most part it is due to the timing and location, do not fit my schedule.
I am new to the archival profession, I plan on attending in the future.
La Ronge was too far to travel.
TIME AND LOCAL COMMITMENTS USUALLY PRECLUDE ATTENDANCE. ALSO OUR MUSEUM IS NOT PRIMARILY AN ARCHIVES ALTHOUGH WE ARE BECOMING MORE AND MORE FOCUSED ON THIS AREA OF OUR COLLECTION.
This year it was not possible; I have attended past AGM's when possible.
As a fairly new member, I am not aware of when the AGM is held.
Being a small archives, also being mostly interested in learning archival processes, I don't see it as important to attend.
Usually in a location that requires travel.
Usually, the timing of AGM conflicts with other plans.

8. Do you or your institution participate on SCAA committees?

	Response Percent	Response Count
Yes	55.2%	16
No	44.8%	13

Why or why not?

Can learn from my colleagues; provides great exchange of ideas; provides an opportunity to give back to a profession that I love; have a responsibility to promote archives and archivists.
I am a term employee with an incredible amount of uncertainty in my life, so I have been unable to volunteer for the SCAA in any way, despite my interest to do so.
Well, because I am not a very great member when it comes to attending AGMs, and I have too many little kids to be a member of the executive right now, but I still feel that as a larger institution my institution still has a responsibility to be involved in some way. Not everyone has a workplace that will allow you to work on committee duties while at work, and as someone who does I feel like I do have a bit of responsibility to take advantage of that.
Others from my institution do participate. I don't because of the time commitment that it involves.
Archives is only part of my job here. At this time, I am not willing to utilize any of my time to be on a committee.
Yes, I currently hold a position on the SCAA Executive Committee. This is my first year.
new member; maybe in the future.
I have participated as a member of search committees for Directors/Outreach officers. Until I finish my current stint with the Musuems, my free time is limited.
AS ABOVE.
_____ benefits from SCAA services such as the grants program. Participation in SCAA is a way of



supporting these beneficial programs.
I don't think that I have ever had the opportunity.
Guilt, a tendency toward self-aggrandizement, and a basic desire to mind other people's business. That and dedication to the profession and principles of archivy.
Used to be on the Education Committee in the early 2000's.
I think every member has a responsibility to serve the Association in reciprocation to the service we are provided. However, I personally enjoy committee work for the opportunity to work with other people who share the passion of the Archives.
Find it very valuable to work with other member organizations to plan Public Awareness strategies.
See No. 1 above.
To help become more current with practice, develop relationship with other archivists and archives in the province, learn from others - and this best done by working with others, I think. Attending programs, AGM etc. is good, but I find working with people is very effective.
Don't know.
Both individually and through staff involvement on committees.
I am the only staff person at our archives and I am semi-retired and often away on holidays and RV trips.

9. If you do not participate regularly in SCAA governance, what would entice you to?

Having a regular, permanent archival job (or at least a one year contract) so I'd know where I was living more than a few months (or less) in advance.
I'm going to be honest - I've got so many small children that I'm not going to be able to serve on the executive for a number of years. I have no problem serving on the occasional committee, though. I can't see anything that would make it possible right now for me to commit to more. Except maybe some magic button that automatically ages all my kids to school-age.
As I become more educated about other Archives, and my interest grows, and I get more free time
We are a volunteer run organization. Volunteer hours are at a max at the moment.
MORE DIRECT TEACHING POSSIBILITIES FOR OUR MUSEUM STAFF AND VOLUNTEERS; HANDS-ON ASSISTANCE WITH SPECIFIC PROJECTS/GRANTS WOULD ENCOURAGE OUR PARTICIPATION.
Committee work is not always a feasible participation option. There are other ways to ensure participation in SCAA governance. Survey's such as this is one. It provides individuals a means of having a say. Efforts to expand executive participation beyond our core volunteer group have met with varying success. Some sort of broader advisory body, seen as less demanding than the executive, may be in order to elicit opinion on programs and governance periodically. Various organizations have such 'Governing Councils'.
Perhaps a direct invitation, and more licence from my workplace to spend more time on SCAA issues.
Money. No wait... I do participate. Pretend you didn't read this.
Not sure. Know this answer doesn't help your survey.
I do participate, but in the past I did not participate in other organizations because the mandate and goals of those organizations and committees were not published (or, if they were, they were not easy to find). An important piece of information for prospective participants is the time and effort commitment. When I knew what was expected of me, it was simpler to decide whether to participate or not.
An interesting conference that is attached to the AGM so that there are learning opportunities as well.
Not really at my age!!!!
As indicated in #3 I am away a lot and do not wish to take on any ongoing commitments.

10. What should be the priorities of the SCAA over the next three years?

<p>1. Advocacy: getting the message out about the value of archives and maintaining the archival record.                  2. Assistance: providing support as needed to archival institutions throughout the province.                  3. Awareness: promotion of collections and processes; research support through inter-institutional projects which provide additional access to materials and/or descriptive records.</p>
<p>Educational programs, outreach, additional development of online databases in order to increase the provincial online archival presence, and web-based learning opportunities or meetings in order to be able to reach more of the membership.</p>
<p>I like the focus on events that highlight archives across the province, like the everexpanding Archives Week. There are incredible treasures in the small towns in Saskatchewan and this seems like a good focus, along with offering at least as many training initiatives and support for professional development so that these smaller institutions or individuals like myself can continue to learn and develop the skills to preserve, protect, and present Saskatchewan heritage.</p>
<p>Outreach, digitization, education.</p>
<p>More diverse professional development opportunities, especially those that go beyond introductory training.</p>
<p>continued education/workshops                  continue with the social gatherings of archivists one day a month - this is helpful                  still like the idea of encouraging people to have their own smaller version of Archives week/culture days                  maintain sufficient staffing levels at Sask Archives, in all centres – no amalgamations</p>
<p>The priorities of the SCAA over the next three years should be the continued support and development of the Archival network in Saskatchewan. It should continue its support and encouragement to our provincial archives and promote standard archival practices to repositories. SCAA is necessary for education and advisory services by way of workshops and educational programs. Ongoing public awareness of archives is of utmost importance.</p>
<p>Continuing the educational opportunities and advisor visits.</p>
<p>* Actively engaging with the community. It's great that the council wants to publish historical calendars and coffee table books but these projects don't generate much "talk" or interest except for those already in the heritage field. For example, I would love it if SCAA tried to engage younger students such as making a couple of historical photos available and encouraging kids to make a video presentation or write a comic book based on those photos. Or if SCAA developed a personal archival "tool kit" for ordinary citizens who are looking to preserve their family papers.                  * Offer more distance education options. One of the adult education principles is that people want to learn on their own time and in their own manner. It's very costly to offer 1-2 day workshops in either Regina or Saskatoon when people have to book time from work and travel. Start looking at developing online courses so those who can't make the workshops in Regina or Saskatoon, don't feel left out.</p>
<p>Continue with the present course, but add new emphasis on procedures for digital data.</p>
<p>I DO NOT FEEL QUALIFIED TO ANSWER, BUT I CAN VENTURE AN OPINION, WHICH IS THAT SCAA COULD FOCUS MORE ON ITS SMALLER MEMBERS' NEEDS WITH START-UP ARCHIVAL ASSISTANCE.</p>
<p>Governance - Ensure that staff are empowered to do the work of the council and we rely less on volunteers in the day-to-day. Archives Week and Public Awareness seem to pose the biggest threat here.                  2. Funding - We rely too much on funding from one agency. SCAA needs to develop other revenues. One possibility may be an expanded online education program offered beyond our traditional audience. Another would be the establishment of a charitable arm to accept donations. We should move quickly to develop a process to investigate and then move on other funding sources/models.                  3. Partnerships - We need to build connections to other organizations and institutions. These may offer</p>

ways to expand our reach without over-extending our organization, staff, or volunteers.
Support and guidance for small archives.
Public Awareness (including the book projects), continued lobbying for federal funding (possibly with more attention paid to Young Canada Works) and ????
Workshops that would help the average archivist in a small archive setting.
The SCAA should continue its mission to "foster the development, cooperation and advancement of Saskatchewan's archives and archivists .. through leadership, support, education and promotion." I would like to see further promotion and education focused on cooperative efforts amongst our members.
- continued development of Public Awareness initiatives
Increased funding for SCAA and its members. Work with Heritage Saskatchewan on advocacy efforts.
All Archives in the province need to work to make the general public, and various levels of government more aware of what archives can do for them, and that we require a certain level of support. I believe that "Outreach" in all of its various forms should be a priority for the SCAA. I know that we are doing (or working towards) better and more effective outreach, but this is one area that the Council can work to coordinate and focus the outreach efforts of the many archives in the province.
Among other things that I can't think of at present - Helping communities with no archival program to recognize the need and provide a model, steps, etc. to establishing one.
workshops on archival programs and practices to work towards connecting like institutions.
Workshops, funding, archives advisor activities and public awareness through programmes. Also, attracting new members and increasing active participation on committees.
You have achieved a lot over the last five years, and I would say continue to build on these initiatives and any new ones that develop.
- a refocusing on contribution of descriptions to SAIN (fonds/series, eventually full finding aids); work on virtual exhibits and the photo database have tended to distract from the core database - enhancement of the professional development program - with a progressive set of workshops for smaller institutions, along with opportunities for professional staff. We have talked for several years about a more comprehensive/systematic program. - possible project: province-wide identification of at-risk media (audio-visual etc.) The AMA did something along these lines a couple years ago - first step being to prepare an inventory, allowing planning for reformatting, digitization, etc.

11. Other thoughts and suggestions?

Support for archives isn't a given.
I profoundly detest SurveyMonkey surveys and wish that the SCAA would go back to the website they have used in the past. I think that disclaimers should be attached to any future SurveyMonkey surveys clearly stating that your answers can be tied to both your IP address and your email and that there should be absolutely no expectation of privacy given to your responses. Creating a safe environment in which to air ideas and issues is one of the things that the SCAA has been exceptionally good at in the past. By using SurveyMonkey, you have lost that environment. I hope it will not be the start of a new trend to less protection and safety to make comments, complaints, and suggestions in the archival community. should we have expanded facilities - our population is getting older and there will be more opportunities for material maintain facilities in existence still don't like the idea of applying for grants, with your expectation of access

<p>Based on what I know, SCAA is one of the few archival provincial organizations that has steady funding. However, SCAA needs to remember that funding can always be reduced when the economy takes a downturn so I think SCAA needs to be more conscious about its revenue stream. It's sounds great that SCAA has all of these project initiatives and provides all of these services but it can overwhelm current volunteers and make these initiatives/services harder to maintain in the long run. I think the Strategic Plan is a great way to re-examine what SCAA currently offers and look at new options that will not tax both our budget and our volunteers.</p>
<p>Would it be reasonable (attendance-wise) to try to get together more often for all members? semi-annually? quarterly? - the AGM is great, but has a fairly set agenda. The coffee gatherings are ok, but tough to get to for working stiffs from out of town; besides, I would want to talk shop, not just for a social get together. How about electronically? - would that work for a group? We feel pretty isolated out here.</p>
<p>THANKS FOR ASKING FOR OUR INPUT.</p>
<p>Three cheers to the office staff for their hard work on Archives Week.</p>
<p>Have found the work of the SCAA office to be a boon to the organization, particularly in the areas of coordination of activities, communication, publicity, etc. Good job!</p>
<p>In the past, I have contacted the advisor to assist in events that could involve many institutions. I definitely get the impression that Saskatoon is where the advisor focuses his attentions, not Regina.</p>
<p>I think that the Council is working quite hard to promote archival awareness, and to provide knowledge and expertise to those institutions that require it - keep up the good work.</p>
<p>can't think of any.</p>
<p>No suggestions that I can think of at this time.</p>
<p>It has been amazing to watch the SCAA grow into a vibrant and active organization. Discussion of means to strengthen the relationship between the SCAA and the Saskatchewan Archives is always welcome.</p>
<p>Keep up the good work!</p>