



STRATEGIC PLANNING - SCAA ODYSSEY 2006 – 2011

Charting our Journey



The Planning Process

The Executive chose to use a participatory planning method developed over the past 50 years in communities around the world by the Institute of Cultural Affairs. It is a natural thinking process which focuses toward deeply considered decisions and the desire to act on them. It is open and creative, honors the perspective of all participants, brings out differences and resolves them while maintaining focus, balance and purpose.

This process is based in the belief that most of the solutions to problems, and most of the answers to questions can be found within an organization or community. In these planning workshops, all participants are the experts, and the process helps to draw out their ideas, form consensus, and build ownership of the plans that are developed.

There are four parts to this planning process:

Practical Vision:

We began by looking at the desired future – the situation we want to create and develop. It is what we hope and dream and pray for, on behalf of the next generations. A good vision contains both practical, specific things you can see, and wild imaginings!

The focus question was: What do we want SCAA to look like and be doing to meet members' needs in 2011?

Underlying Obstacles or Contradictions:

Next, we looked at what is blocking us from achieving our vision – the situations that are “logjams” in our lives, preventing progress. This can be a difficult, painful process – as we are bringing into the light, those things we don't know how to deal with yet. It is also the key to creative change – it releases our energy and opens the doorway to the future.

The focus question was: What is blocking us from realizing our hopes and dreams?

Strategic Directions:

Then, we “looked through” the obstacles and created strategies that will begin to move the whole situation into the future. They are broad directions or proposals that are pathways to towards breaking through the “logjams”. They are models for new directions.

The focus question was: What can we do to deal with the obstacles and realize our vision?

These first three planning workshops were held on November 17th and 18th, 2006, with participation of the Executive and a representative membership group.

Action Plans:

The process is concluded by developing clear, step by step plans for each strategic direction, creating a coordinated action plan, based on three to six month measurable accomplishments.

The action planning workshop was held on December 8th, 2006, with participation of the Executive members. The action plan for 2007/08, which will be maintained by the Executive as a working document, was updated and expanded on July 11th, 2007.

Ongoing Monitoring, Evaluation and Re-Planning:

The Executive will present this strategic plan to SCAA membership and funders. As part of their Board meetings, and the AGM, the action plan progress will be monitored. At 6 and 12 month intervals, the Executive will review the action plan for achievements and learnings, and adjust or re-plan as necessary to move forward on their strategies.

Working Assumptions Underlying the Planning Process:

1. Everyone has wisdom.
2. We need everyone's wisdom for the best result.
3. There are no wrong answers.
4. The whole is greater than the sum of its parts.
5. Everyone will hear and be heard
6. Consensus is thinking clearly together to reach a carefully considered decision that everyone can support.

Designing The Planning Process

To launch the strategic planning process, the Executive participated in an afternoon "Event Planning Workshop", where they identified five key elements:

- the results they wanted from their planning process,
- the rational and experiential objectives for the planning process,
- the participants who needed to be involved in the planning process,
- the purpose of a membership survey, and
- the overall question for the planning process.

The charts on the following two pages were developed at this session. The first chart shows the results the Executive wanted from an organizational strategic plan, and identified the rational and experiential objectives for the planning process. The top row (bolded) indicates the consensus of the group, while the ideas beneath are the individual ideas that helped to determine the consensus.

The second chart provides an overall picture of all the elements needed for a successful event, and completion of the final report. The data from the Results chart helped to determine the Rational Objectives, Experiential Objectives and the Accomplishments/Product needed from strategic planning.

What results do we want to achieve with our strategic plan process?

Saskatchewan Council for Archivists and Archives
2006

September 12th,

Become a significant stakeholder / resource in/with Sask Culture membership – not duplicating efforts (RA)	Expanding member services for professional development (RA)	Improved membership involvement (EA)	Improved public awareness (RA)	Succession planning and continuity for Executive members (RA)	To create a strategic plan (RA)	Have a strategic approach to secure resources (including \$\$\$) RA	Develop a better working relationships with S.A.B., re their unique role (RA & EA)
Identify how we fit in the heritage community and how to project our role Strategic placement of SCAA within Sask Culture	Annual education plan (workshops) “Talking shop” opportunities (local, regional, national, international) Quality programming to the membership (professional development)	Improving lines of communication with members Try to increase existing membership to become more involved – to feel they have a stake in what is happening Develop a sense of teamwork (members and Executive) Increase membership Decreased apathy among members	Public and self awareness (within profession and general public Improved image of the archival profession – instilling pride in the SCAA – “kool” Increased awareness among the public at large	Continuity Corporate membership Mentorship	A 5 year plan 3 or 5 year plan for Council to implement (short and long term objectives) Development of short term action plans Needs assessment and priorities will be identified	Coordinate resources within archival community Framework to focus limited resources Set application methods and timeframe Multi-year approach to funding applications	Building relationship with S.A.B.

EVENT FOCUS: Strategic Planning for SCAA

Participants: Members, Executive, people who were involved in the past

Time: 2 and 1/2 days for planning events
?? hours for documenting/writing

Rational Aim:

See chart

Experiential Aim:

- members feel they have a stake in the results
- sense of teamwork
- Executive is listening to their concerns
- get sense of bigger picture – broader common concerns
- “aha” - re common problems
- develop sense of being a community

Accomplishment/Product:

- strategic plan that the whole organization – Executive and members – are committed to implementing

	PRELUDE		MOVEMENTS		POSTLUDE	
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<p>Group Mood</p> <ul style="list-style-type: none"> - skepticism - apathy - "no time for it" - why should I care? - some excitement - ready to see results - ready for results 	<p>Design Workshop</p>	<p style="text-align: center;">I</p> <p>Membership Survey</p> <p>Important to get the survey results back <i>before</i> the Strategic Planning Event</p>	<p style="text-align: center;">II</p> <p>Strategic Planning Event</p>	<p style="text-align: center;">III</p> <p>Report Writing</p>	<p>Submit Report to:</p> <ul style="list-style-type: none"> - members - Sask Culture - CCA <p>Implementation of Strategic Plan Actions</p>	<p style="text-align: center;">Materials and Décor</p> <ul style="list-style-type: none"> - flipchart paper - cards - hold-it - felt pens - table decor
<p style="text-align: center;">External Factors</p> <ul style="list-style-type: none"> - people are busy - workload - autumn – not too busy - weather in winter - \$\$ to travel – there is a budget for this - organizations might not let staff have time off to attend 				<p style="text-align: center;">"What does the organization look like in 5 years? (SCAA odyssey 2011) (Organizing the Past for the Future)</p>		
<p>Time</p>	<p>September</p>	<p>September/October</p>	<p>November/December</p>	<p>January-March</p>	<p>April - June</p>	

Survey Process

In addition to the strategic planning process workshops, the Executive also chose to survey the SCAA membership on more detailed questions, focusing on the following areas:

- Priorities for future initiatives;
- Services for members – current and future;
- Building membership and increasing involvement of members;
- Securing resources;
- Building relationships with key partners; and
- Educational directions for training programs.

There were 17 surveys returned, containing a wealth of data for the Executive to work with! A summary is included here.

Summary of Strategic Plan and Survey Results

A. We have just become one of Saskatchewan’s Provincial Cultural Organizations, and are eligible to apply for lottery-funding with potential for increased funding. As a PCO, what should be on a wish-list for SCAA future initiatives? Name 3 priorities.

<p>Financial support to institutional members, either generally or through increased grant funding: (8 responses, but the largest number – 5- marked 1st priority)</p> <p>PR; Consolidating and strengthening the archives’ role within the larger heritage community: (13 responses; highest number – 9 - marked 3rd priority)</p> <p>Professional development / education: (12 responses; primarily general but with specific requests for preservation; exhibit design; arrangement; and grantsmanship)</p> <p>Strengthening capacity within the SCAA: (7 responses; majority reflect value of outreach position)</p>	<p>Strengthening community /capacity within the membership: (3 responses)</p> <p>Increase access to collections/holdings: (3 responses)</p> <p>Expanding membership: (2 responses)</p> <p>Increase collection preservation: (2 responses)</p> <p>Increase collection depth: (1 response)</p>
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B. Services for Members

1. What services do you currently benefit from the most?

<p>Financial assistance via grants Specific grants mentioned: control of holdings; preservation; special projects.) (10 responses – 5 cited as first priority; 3 cited as second priority)</p> <p>Assistance via outreach program (8 responses – 5 cited as first priority; 1 cited as second priority)</p> <p>Professional development/education (17 responses – 3 cited as first priority; 7 cited as second priority)</p> <p>Conservation assessment and procedures (4 responses)</p>	<p>Opportunities to learn from other archivists (4 responses)</p> <p>Bulk purchase of supplies (3 responses)</p> <p>Communication via newsletter (2 responses)</p> <p>Access via SAIN, the photo database, and virtual exhibits (4 responses)</p>
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2. What additional services would you like to see developed over the next 5 years?

<p>18 responses related to grants. (18 responses directly citing grants, including specific comments relating to smaller institutions; operational support; and non-matching) (another 3 responses requested grants for specific purposes): (3 responses requested assistance with grantsmanship) (1 response suggested revisiting how various granting sources are utilized)</p> <p>8 responses related to intra-community assistance: (general mentorship – 4 responses) (specific mentorship – 1 response) (site visits – 3 responses)</p> <p>8 responses related to the SCAA operations or specifically to services the SCAA could provide: (5 responses focusing on staffing models and needs) (1 response - central office) (1 response – bulk buying) (1 response – increased Council sponsored events)</p>	<p>7 responses related to educational assistance. (4 responses suggested traditional workshops, including specific topic requests) (1 response suggested professional, distance education) (2 responses related to the creation of on-line/hard-copy educational resources)</p> <p>3 responses related to promotion – for members and the Council:</p> <p>2 responses reflected operational/strategic development assistance:</p> <p>2 responses requested travel for professional development:</p>
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C. Membership Involvement

1. How are some ways we can facilitate communication and teamwork among members?

<p>Internet and hard-copy communication (8 responses primarily electronic)</p> <p>Personal communication, mentorship, outreach (7 responses)</p> <p>Specific communication requests: correspondents; problem solving; new staff; work accomplished via grants; and primarily, executive – minutes, decisions (6 responses)</p> <p>Face-to-face via: workshops (6 responses)</p>	<p>Co-operative ventures (5 responses)</p> <p>Face-to-face via: socializing and informal information exchange (5 responses)</p> <p>Building external relationships/external outreach (3 responses)</p> <p>Internet and hardcopy communication (2 responses primarily relating to newsletter)</p> <p>Site visits/exchanges (2 responses)</p>
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2. What would encourage other archivists and institutions to join the SCAA?

Promotion of membership benefits and the value of the organization in the province (10 responses)	Opportunities to “Give Back” to the archival community (3 responses)
Development of SCAA as a high profile PCO that meets the diverse needs of archives and archivists in the province (5 responses)	Improved funding opportunities (3 responses)
Survey to find out what benefits would motivate them to join (5 responses)	Mentorship opportunities (2 responses)
Value added services, for both individual and institutional members (4 responses)	Increased involvement from the SAB (2 responses)
Programming services to meet basic and advanced needs (4 responses)	Recognition of achievements and successes (2 responses)
	Province wide policies and strategies (1 response)

D. Securing Resources

1. If you had access to a multiyear grant of \$3,000 per year, let’s say for 3 years in a row, what would you do with it?

<p><u>22 responses stated or suggested hiring additional staff:</u></p> <p>8 related to backlog/control of holdings, with an additional 2 responses directly linking description to greater on-line access</p> <p>7 responses cited digitization projects. Of these, 1 response linked digitization with preservation and 6 others focused on increased access</p> <p>3 were operational</p> <p>2 responses specifically mentioned using funds as leverage for greater resources:</p> <ul style="list-style-type: none"> - 1 was educational: - 1 was general: 	<p><u>19 responses were related to other products or tangible goods:</u></p> <p>8 responses suggested public awareness/promotional activities 3 of these were specifically about virtual or on-line exhibits</p> <p>5 responses were operational. Of these, 3 related to core supplies, 1 response related to systems support, and 1 related to space improvement</p> <p>2 responses suggested collection enhancement:</p> <p>1 response related to a specific preservation measure</p> <p>1 response related to further research on archives and users:</p>
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2. What SCAA criteria would you suggest for what is funded?

<p>Determine critical needs and fill funding gaps (7 responses, including one response suggesting “preservation assessments, and one response suggesting flexibility on criteria such as RAD compliance)</p> <p>Accountability through final reports, verifiable products and accomplishments, and membership criteria (5 responses)</p> <p>Projects that meet SCAA goals, objectives and priorities (3 responses)</p> <p>Ensure broad user-ship of funds – different organizations funded each year (3 responses)</p>	<p>Potential of project to benefit the larger archival community (2 responses)</p> <p>A two tiered funding system based on size and funding of organizations (2 responses)</p> <p>Completion of previous projects (2 responses)</p> <p>Only fund operating and special projects for membership (2 responses)</p> <p>Peer review process (1 response)</p> <p>Flexibility in criteria (1 response)</p>
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3. What criteria would you recommend for multiyear funding?

<p>Multi-year plans with specific targets, and goals for improved functioning (4 responses)</p> <p>Annual and final reporting, publicizing of accomplishments (4responses)</p> <p>Focus on large or unique collections, start up projects or one time events (4 responses)</p> <p>Demonstrated need for multi-year funding (3 responses)</p> <p>Significant scope that requires several years to show results (3 responses)</p>	<p>Peer review process (1 response)</p> <p>Available to all archives (1 response)</p> <p>Funding administration</p> <p>Funding for student staffed programs (1 response)</p> <p>Mentorship in grant writing (1 response)</p>
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E. Building Relationships with Key Partners

1. For your organization, who are the key partners?

Government – provincial, city, First Nation	Funders – private donors, charities
Archival organizations – national, provincial, university, local	Community based organizations
Internal partners – within the organization that the archives is part of	Community
Educational institutions –schools, School Boards, universities	Media
Cultural organizations – SaskCulture, Galleries, heritage groups	

2a. What facilitates partnership development?

Shared vision, common goals and understanding of mutual aims / benefits	Multi-beneficial, time limited projects
Attentive to current needs through good communication	Electronic access
Mutual respect of partners strengths and abilities	Financial support
Non monetary supports	

2b. What blocks it?

Insufficient resources for large, complex projects	
Reductions in funding	
Strict qualifications / onerous processes to access grants	
Competing objectives	

3. What should be the role of bigger archives, provincial archives, university and municipal archives?

Mentorship to smaller institutions	Active cooperation between SAB and SCAA, including increased financial supports
Significant financial and human resource contributions	Embrace a philosophy of “every Archive in the province has a role in sustaining the cultural wellbeing of the community”
Provide co-sponsorship opportunities	Responsibility to share new information
Provide leadership, support and information for the archival community	Provide meeting space
Consultation and support for smaller archives	Acknowledge the funding needs of smaller archives – “survival vs. luxury”
Access to “dead technologies”	

F. Educational Directions

1. What are three areas in which you most need training?

Conservation and Preservation (8 responses)	Upgrading key skill sets – basic and advanced (2 responses)
Digitization, Web coding, Design and Maintenance (6 responses)	Arrangement and Description (2 responses)
Promotion and Public Awareness (5 responses)	Electronic Records (1 response)
Archival Practice (5 responses)	Exhibit Design (1 response)
Records Management (3 responses)	Conservation and Preservation – Special Media (1 response)
Technology/Software (3 responses)	Access and Privacy (1 response)
Policies Development and Organizational Planning (2 responses)	Appraisal (1 response)
Grantsmanship (2 responses)	Research (1 response)

2. How would training be delivered to best suit your needs?

Location:

- preference for rotating among largest urban centers – Regina, Saskatoon, Prince Albert
- preference for more central locations
- concern about travel distances and funding

Frequency:

- preference for 2 times a year, spring and fall

Methods:

- workshops for hands on learning opportunities
- site visits and on-site demonstrations
- high tech methods –
 - on line, interactive e-learning
 - web cam meetings
 - video conferencing
 - on-line resource materials for follow –up to workshops
- self directed study
- training as part of AGM
- newsletters

VISION

What do we want SCAA to be doing to meet members needs in 2011?
(and making a difference in the cultural community)

Archival Community Engagement	Comprehensive Professional Development	Cooperative Support and Services	Membership Diversification
<p>More involvement from and by members</p> <p>Facilitates greater communication between Council members</p> <p>A grant follow up mechanism for unsuccessful applicants</p> <p>Active SCAA participation in Canadian archival community</p> <p>Enhanced participation and pride <u>within</u> SCAA membership</p> <p>Linking the archival community to combat isolation</p> <p>Enhanced communication between SCAA and Saskatchewan archival community</p>	<p>Comprehensive professional development program</p> <p>Provides enhanced professional level educational resources and opportunities</p> <p>Create mentorship programs to share expertise</p> <p>Host regular conferences, perhaps with the AGM</p> <p>Training relevant to member needs</p> <p>Adequate assistance for travel</p> <p>Facilitates availability of Masters level distance learning Archives program</p> <p>Workshop / professional development</p> <p>Creating opportunities for youth to work in archives</p> <p>Scholarship program for MAS students</p>	<p>Conservation service in province</p> <p>A variety of programs to meet expanding needs</p> <p>Manages cooperative storage facilities and programs</p> <p>Cooperative conservation service</p> <p>More involvement in technology</p> <p>SCAA directly involved and creating and distributing software for Archives (standardization)</p> <p>Support special projects by members</p> <p>Facilitate partnership among members</p>	<p>Larger number of First Nations groups as members</p> <p>Support to grassroots development</p> <p>Membership includes all First Nations in Saskatchewan</p>

VISION (page 2)

What do we want SCAA to be doing to meet members needs in 2011?
(and making a difference in the cultural community)

New Avenues for Partnerships and Funding	Effective Governance and Infrastructure	Public Service	Public Awareness
<p>Leaders to advocate to all levels of government – valuing and support of archives</p> <p>Involved in major joint projects with other PCO's as full partnerships</p> <p>Partnering with private business</p> <p>Lobbying for grant funding</p> <p>More outreach to other arts groups</p> <p>SCAA gets involved in promoting and distributing private funding</p> <p>Partnerships with other heritage / cultural bodies</p> <p>Continue exploring new partnerships</p> <p>Explore Council driven fundraising projects, i.e. Archives Calendar</p>	<p>Improved corporate memory</p> <p>We want a home (office)</p> <p>Improved staffing levels</p> <p>Repatriated SCAA records</p> <p>Scheduled evaluation of progress made towards strategic goals</p> <p>Secure / ongoing funding for Outreach Advisor</p> <p>Strong leadership / mentorship on Board</p> <p>Office equipment and supplies</p> <p>Good governance model and efficient functioning</p> <p>Hiring more staff at the downtown office</p>	<p>SCAA involved in DIRECT community archive training (traveling school)</p> <p>Provided K – 12 curriculum support</p> <p>Acts as a speakers bureau for groups, media, etc</p> <p>Interactive, customizable web resources</p> <p>Has “super database” of Archives, Library, cultural holdings</p>	<p>Promote public awareness of archival activity</p> <p>Collaborative publicity and promotion i.e. Archives week and more</p> <p>Increased awareness of archives</p> <p>An abiding respect and love for archival heritage reigns</p> <p>Increased public awareness at the local level</p> <p>Increased public awareness</p> <p>More community involvement in archives process</p> <p>Greater public awareness</p>

OBSTACLES

What is blocking us from realizing our vision?

Undefined priorities breed inaction	Unrecognized effort and skills prevent us from realizing potential	Staffing levels limit development	Disparity creates complexity	Unstable funding limits potential
Other groups agendas and priorities	SCAA "skills" bank needs tapping	Lack of human resources including conservationist	Varied needs of members	Funding may continue to be limited
Too diverse in our expectations	Small membership base (limited potential)	Limited staff and resources	Disparate technologies	Lack of funds
Unmatched national and provincial objectives with SCAA priorities	Volunteer burnout	Special Projects Coordinator	Diverse skill levels of membership	Long term core funding to SCAA is insufficient and uncertain
Need plan for future action (priorities)	Apathy within and without	"Administrivia"	Uneven levels of expertise	Money
Undefined needs and priorities	Apathy	We need more people, paid and volunteer	IT staff	Core funding to SCAA members is not existant
We will need more money	Member dis-interest and involvement	Lack of staff	Outdated office equipment	
Myths to debunk "funding will solve everything"	Need to identify and better utilize member strengths	We need staff	Not everyone uses electronic communication (need varied means of communication)	

OBSTACLES (page 2)

What is blocking us from realizing our vision?

Unclear benefits leads to disengagement	Lack of identity limits ability to Focus	Fear creates paralysis	Distance blocks connection and creates isolation
<p>Need a clear statement of membership benefits</p> <p>Value of SCAA membership to members</p> <p>No basic, ongoing training program in Saskatchewan</p> <p>Lack of skill training, e.g PR / marketing</p>	<p>Stereotypes and misunderstood functions of archives</p> <p>Lack of bridges / external communication</p> <p>Value of archives unrecognized</p> <p>We have not defined ourselves</p>	<p>Attitudes – “We tried that before”</p> <p>Fear of (no) change</p> <p>Fear of change</p>	<p>Geography of Saskatchewan</p> <p>Distance</p>

STRATEGIC DIRECTIONS

What can we do to deal with the obstacles and realize our vision?

Paid Human Resources

- Hire more SCAA staff
- Hire a Secretariat to provide Admin support
- Dedicated staff – Coordinator (Executive Director)
- SCAA staff to reduce load on volunteers. Prevents burnout and makes volunteering less onerous
- Increase staff to support growing program areas
- Permanent staff should be a top priority for new Sask Culture funds

Towards Financial Security

Funding for Members

- Offer Bursary or Scholarship for incentive and replenishment
- Core operational funding
- Program funding to members
- Provide money to new members

Getting Money from Outside Agencies

- Partnerships that ally heritage / cultural groups
- Develop advocacy program
- Fundraising
- What core funds can be grown or matched by other agencies
- Seek partnerships with organizations and businesses

Towards a Measured Consistent Approach

Development of Strategic Plan with Measurable Objectives

- Develop and Implement multi-year professional development training plan / strategy
- Define priorities and set goals
- Plan for Sask Culture funds

- Clear mission statement that we all know by heart
- Develop 3 year strategic plan
 - define who we are
 - goals
 - annual evaluation and re-vision
 - community buy-in
- Prioritize the pie
- Questionnaire of member needs
 - Technology
 - Education levels
 - Other?
- Consider ideal goals / Determine realistic steps ensured by funding
- Create a survey of members and institutions
- Firm plan and priorities based on the member survey and this weekend

Develop a Public Relations Strategy

- Focus on public face and accessibility through SAIN
- Increase promotion to broader public !!MEDIA!!

Developing a Comprehensive Communication Strategy

- Schedule regular face to face meetings
- Communicate what is coming out of this process asap at various stages
- Remind members of existing Advisor / Board resources (newsletter, list serv, etc)
- Cross sectional and regional networks
- Encourage use of listserv for exchange of ideas, issues, information on events
- Raise technological level for have-nots
- Communication
 - Internet
 - E-mail
 - Regular meetings (1 and 1/2 days)

Towards Membership Development and Benefits

Ongoing Accessible Training

- More events in various regions
- Members helping with educational needs (workshops by our own experts) ie 1 day with several short sessions
- Ongoing basic training program

- Increase funding for distance education and resources to combat isolation

Recruiting and Retaining Membership

- Identify potential new members
- Two pronged program of awareness and recruitment
- Encourage lapsed institutions to re-join through new benefits
- Recognize excellence and award achievements by members
- Encourage / solicit SCAA membership among allied professions
- Members recruiting members
- Recruit individual members from all staff of larger institutions

Solicit Member Input

- Another meeting to establish list of priorities
- Solicit area of interest / expertise of members and then follow up to get them involved
- Skills database for volunteers
- Foster member diversity on Council Committees and Executive
- Solicit volunteers (looking beyond the core / traditional group of folks)
- More inclusivity in planning process and major decisions
- Improve relationship with SAB (e.g. SAB position on Executive)

STRATEGIC DIRECTIONS

What can we do to deal with the obstacles and realize our vision?



