

Moving Forward Together: The ACA Strategic Plan, 2018-2021

The ACA Strategic Planning Task Force is pleased to present its recommendations for prioritizing association planning for the next three years (2018-2021). *Moving Forward Together* is the culmination of a 10-month series of stakeholders engagements, planning sessions and field research. In all, we have collected feedback from over 200 ACA members, both individual and intuitional, through one-on-one interviews, a member survey and e-panel focus groups. The Task Force has met twice in person with facilitation assistance from The Portage Group's Senior Consultant, Carol-Anne Moutinho, and has continued its work online across geographies.

Our stakeholder and field research indicates that the archives and records profession is changing. As the profession continues to diversify and grow, the ACA must also adapt and respond to member needs. The Association's foundation appears to be largely in place. The annual conference is recognized internationally, as is the A+ ranked journal, *Archivaria*. Members are also proud to belong to the ACA and want to see the organization succeed; however, they have clearly articulated a need for improvement across several areas of the organization.

Effective communication was consistently identified by members as a significant area for improvement. Members want to receive more information about the ACA's advocacy work and regular updates on its operations and financial health. The ACA also has an opportunity to offer more relevant professional development programs for a diverse and dynamic membership at all points of their career and to promote the archives and records profession as a key contributor to society in the eyes of the public, government and allied sectors.

In response to member input, the Task Force has developed an ambitious three-year plan to improve the Association's programs and services, including its own operational performance. Looking forward to 2021, we see the ACA as a more nimble member-driven association that provides a must-have package of benefits to its individual and institutional members.

Sincerely,

ACA Strategic Planning Task Force

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ACA Strategic Plan 2018 - 2021

ACA Vision: *As a recognized sector leader, ACA is the ‘go-to’ source for information management in Canada, evolving proactively to address the trends and issues impacting the organization and the profession. It fosters diversification through development of an interdisciplinary network to support the living memory that exists across communities and in Canadian society.*

Membership within ACA is a ‘must-have’ for a diverse and dynamic membership, offering relevant professional development for members across all points of their careers and by promoting archivists as a recognized and understood profession in the eyes of the public, government and other industry stakeholders.

As a member-driven organization, ACA is an organization that is accessible and within which it is easy to be heard. Where there is mutual opportunity to benefit and enhance member service, it collaborates with others in the information management and related professional space.

Strategic Priorities	Key Objectives	Lead	Y1	Y2	Y3
1. Professional Development	1.1 Refresh guidelines for graduate-level education	Education	X		
	1.2 Develop suite of professional education programs (a) to run concurrently with the ACA annual conference, (b) that are delivered in person or virtually across Canada and in collaboration with regional associations, and (c) take advantage of programs and services offered by international partners (e.g., ARMA, SAA, ICA)	Education		X	
	1.3 Explore accreditation of education programs (white paper)	Education			X
2. Advocacy	2.1 Develop robust internal Response Process to prepare, submit for approval, and implement as required, advocacy initiatives that meet the need of the Association, and the archival community	Advocacy	X		
	2.2 Develop procedures to seek consultation from membership on advocacy issues and to communicate the results of the work of the Committee	Advocacy		X	
	2.3 Formalize through agreements and/or MOUs partnerships with allied professional associations to coordinate and enhance advocacy activities	Advocacy		X	
	2.4 Develop materials to promote the archives and records profession to undergraduate and graduate students	Outreach			X
3. Membership Development	3.1 Explore opportunities to provide additional membership benefits to ACA members through relations	Association Alliance Task Force	X		
	3.2 Refresh criteria for ACA Awards to better acknowledge and celebrate professional accomplishments and volunteer contributions	Awards (Sub-Committee of Governance)	X		
	3.3 Better understand the current and future needs of institutional members (white paper)	Membership	X		
	3.4 Better understand baseline information about members and lapsed members	Membership		X	
	3.5 Develop a diversity framework to broaden and enrich membership demographics	Membership			X
Enabling Priorities*					
4. Communication	4.1 Enable collaborative technologies to facilitate work by ACA volunteer	Board/Staff	X		
	4.2 Deploy and maintain a fully operational website that is interactive, vibrant and regularly updated	Website Integration Task Force	X		
	4.3 Produce and disseminate regular communications to members (refresh the ACA Bulletin)	Outreach		X	

5. Operational Performance	5.1 Implement a new member services system that is fully integrated with the ACA website, allowing for members-only content and better information sharing	Website Integration Task Force	X		
	5.2 Refresh the ACA Operations Manual for Staff, Board & Volunteers	Governance/ Staff	X		

Key Performance Indicators

- Increase member satisfaction benchmark (via member survey) from 58% to 65% by 2021.
- Increase member awareness (measured by member survey) by 10% by 2021.
- Increase member satisfaction with communication to from 56% to 70% by 2021.
- Grow membership by 2% annually.
- Increase total association revenues by 10% over 3 years.

*Enabling Priorities: The final two priorities were identified as *enabling* priorities for the organization – Although they are highly operational in nature, success in these areas enables success organization-wide.