Strategic Planning Presentation
MARAC Spring Meeting
Erie, PA
March 25, 2013
My inspiration and sources

• Margery Sly presentations at SAA meeting
• Larry Hackman’s writing on archival advocacy especially his suggestion to create a self-perpetuating machine
• Diocesan Strategic Planning Process for parishes
• AASLH Technical Leaflet #242. DIY Strategic Planning for Small Museums. Cinnamon Catlin-Legutko
My reasons for doing a strategic plan

• Wanted to improve visibility and support for Archives
• Wanted to create a self-perpetuating machine
• Wanted to correct weaknesses of existing archival program and build on its strengths
Developing a Strategic Plan

• Preliminary Steps
• SWOT Analysis
• Get Feedback
• Develop Mission and Vision Statements
• Develop Goals and Priorities
• Develop Workplans and Timelines
• Final Steps
  • Develop Introduction, Addenda, etc.
  • Get approvals
  • Publish and Distribute Plan
Preliminary Steps

• Got approval to develop a strategic plan

• Got budget for plan

• Identified and hired a consultant

• Formed a committee to guide the process
Conduct SWOT Analysis

• SWOT = Strengths, Weaknesses, Opportunities, Threats (Challenges)

• Things can be in more than one category.
Get Feedback

• **Get input from stakeholders**
  • Internal - Curial Group
  • External - former Advisory Committee members and selected others

• **Types of input**
  • Written survey
  • Online survey (we didn’t use one)
  • Focus Groups
  • One on one interviews
    • Telephone
    • In person

• **Summarize input from stakeholders**
Develop a Mission and Vision Statement

• What is a Mission Statement?
  • It is a short, succinct statement of what your organization is, what its core function

• What is a Vision Statement?
  • It is a brief statement of what you see as the outcome of your mission, of what you see is the goal of your organization, of where following your mission will take you to
The Office of the Archivist honors the communion between the past and present of the Church in the Diocese of Brooklyn, by actively promoting the remembrance and celebration of the lived faith experience of the People of God.

By collecting, preserving, and making accessible records and other resources of enduring value, it contributes towards fulfilling the Diocese’s overall mission, now and in the future, with particular emphasis on evangelization, catechesis, and inter-religious dialogue.
OFFICE OF THE ARCHIVIST  
VISION STATEMENT  

We, at the Office of the Archivist, Diocese of Brooklyn, will deepen our ability to contribute to preserving our diocesan patrimony and the building up of the Kingdom of God in Brooklyn and Queens here, now, and throughout the future.

Building on the strong support of the Bishop of Brooklyn and our existing financial base, we will establish an on-going, strong source of revenue for the expansion of archival operations that will enable us to be renowned, both within and outside the Diocese, for the quality of our leadership, staff, facilities and service.

While maintaining a personalized environment in which individuals feel welcome to do research and work, we will improve and expand our physical facilities and utilize state of the art technology to protect, preserve and make our holdings more accessible. Drawing from existing and untapped historical and other resources, our staff will utilize its learned, specialized and professional expertise to actively promote a richer understanding and appreciation of our shared diocesan family history.

As a highly valued unit of Diocesan administration, the Office of the Archivist will continue to work closely with Diocesan offices and service agencies. We will strengthen existing working relationships and develop new collaborative partnerships with the parishes, schools, and ethnic apostolates. We will expand our outreach efforts to individuals and organizations who demonstrate an interest in and commitment to local church history, traditions and cultures.
Develop Goals and Priorities

- Goals & Priorities should flow out of Mission and Vision Statements
- Should be based on stakeholder input
- Developed and refined by Planning Committee
- Included sections giving definitions of professional terms used
- Explained how each goal was linked to the mission of the Archives and of the Diocese
- Added Contingency Considerations for each goal to make clear that implementation would depend on the resources made available
Diocesan Archive Priorities

• Priority Area #1: Management and Collection of Archival Records
• Priority Area #2: Preservation of Archival Records
• Priority Area #3: Senior Priest Oral History Program
• Priority Area #4: Patrimony
• Priority Area #5: Outreach and Education
• Priority Area #6: Accessibility and Visibility
• Priority Area #7: Resource Development and Management
Sample Goals & Priorities

• PRIORITY AREA #1: MANAGEMENT AND COLLECTION OF ARCHIVAL RECORDS

• PRIORITY A: Ensure that records retention and disposition needs are effectively addressed.
• GOAL #1: Develop and implement a well-structured plan for completing on-going and emerging records retention and disposition work.
  • Strategic Action a. Complete records destruction process annually
  • Strategic Action b. Develop and distribute records retention schedule to Diocesan Offices
• CONTINGENCY PLANNING CONSIDERATIONS:
  • Strategic Action b.: The implementation steps related to this action may have to be scaled down depending on whether or not the Records Analyst Position is able to be filled. If this position is not filled, functions that need to be completed will need to be extended over a longer time period and the proposed work plan will need to be modified accordingly.

• GOAL #2: Standardize collection and management of Diocesan records in all forms of media.
  • Strategic Action a. Update existing records management procedures for schools that are preparing for or are closing
  • Strategic Action b. Develop records management guidelines for schools and parishes that will remain open
  • Strategic Action c. Develop records management procedures for Diocesan Offices
• CONTINGENCY PLANNING CONSIDERATIONS:
  • Strategic Action b.: This action is dependent on if Records Analyst Position is filled.
  • This action is also dependent on development of a work group/committee
  • Strategic Action c.: This action is dependent on development of a Records Management Committee
Develop Workplans and Timelines

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<th>Strategic Action a.</th>
<th>Outcome Measures</th>
<th>Implementation Steps</th>
<th>Who Is Responsible</th>
<th>Projected Time Frames</th>
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<td>Destroy 96 boxes eligible for destruction as of August 2006 (Accounting Office)</td>
<td>Get quotes from shredding vendors</td>
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<td>Destroy boxes from other offices eligible for destruction as of August of 2006 (Tablet, HR, etc.)</td>
<td>Have vendor complete work</td>
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<td>Destroy whatever records are eligible for destruction as of August 2007</td>
<td>Repeat above steps</td>
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<td>Repeat Process for records that are eligible for destruction as of August 2008-August 2009</td>
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Develop Introduction, Addenda, etc.

- Researched and selected a Papal quote on topic of Archives
- Drafted an introductory letter from the Bishop
- Wrote an overview of our Strategic Planning process
- Named and thanked all who had participated in Planning Committee, Focus Groups, written or in person surveys, etc.
- Added appendixes to give more details of planning process, workplans, timelines, etc.
Final Steps

• Get approvals
  • Run draft final plan, letter from Bishop, Papal Quote, etc. past Committee
  • Approval of draft letter from the Bishop
  • Ran Goals and Priorities past selected stakeholders for input

• Publish and Distribute Plan
  • Worked with graphic artist to create layout for plan
  • Selected images to use to illustrate priority areas
  • Proofread final draft for errors
  • Determined distribution list for strategic plan
  • Determined delivery method(s) for plan
    • Who gets email vs. hardcopy
How did we do?
What did we learn?

Successes and failures of strategic plan and planning process
Relationship with consultant

• Can be challenging at times

• Can keep each other on track and pull each other forward
Relationship with committee members

• Need to respect their commitments

• Need to keep them informed
Relationship with Stakeholders

• Need to keep them informed

• Need to respect their commitments

• Need to manage expectations
Follow Through

- Some Goals & Priorities were so important we began work on them even as we worked on plan (Sr. Priest Oral History Project)
- Helpful to have method of tracking progress on goals and priorities
- Important to be able to scale workplans and timelines up or down based on available resources
- Helpful to have method to evaluate users satisfaction and usefulness of programs, tools, etc. developed as a result of strategic plan

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<td>Get sign-off on records that still need to be accessioned into Archives</td>
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Ongoing Support

• Need to advocate for continued resources to fund activities called for in plan
• Need to be aware of changes in executive staff and how they may impact support
• Need to have numbers and anecdotal evidence to show progress on plan, and impact of progress or lack of progress on plan
Tools for Strategic Planning

• We did look at sample strategic plans by other historical/archival/cultural organizations
• We did NOT use any templates or software for strategic planning
• In retrospect it would have been more helpful if we had used document sharing software such as Google Docs, Dropbox or similar applications to share and comment on drafts of parts of the plan, etc.
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