

**Archaeology Southwest**

**STRATEGIC PLAN**

**2022-2024**

## Introduction

Since its incorporation as an Arizona nonprofit in 1989, Archaeology Southwest has grown incrementally—sometimes by leaps and bounds, sometimes quietly and steadily.

Those early years carried forward efforts initiated by the Arizona Division of the nonprofit Institute for American Research, which Linda Mayro and Bill Doelle opened in Tucson in 1982. With the help of a sizable and committed group of volunteers, we undertook archaeological surveys of vast and important lands in and around the Tucson Basin.

*Archaeology in Tucson* newsletter was first published in 1986, and it evolved across continuous publication to today's award-winning *Archaeology Southwest Magazine*. Our first full-time staff person was hired in 1995.

In 1997, the organization received a \$1.8 million gift from a generous and visionary donor. With that infusion, we confidently set foot on our enduring path.

And, from 2000 to the present, Archaeology Southwest has

- Built a full-time staff of 17, with several part-time staff at any given time
- Grown its annual budget to \$3 million
- Gained full ownership of its headquarters, a historic building in downtown Tucson
- Protected 22 heritage properties via conservation easements or fee ownership
- Secured over \$10 million in net assets

Over the three decades since incorporation, Archaeology Southwest has grown dramatically and achieved significant impacts. These are measured in new knowledge, shared information, protected heritage places, and advocacy. We call our holistic approach Preservation Archaeology.

The staff and Board of Archaeology Southwest are committed to continuing this work—and expanding the impact of our efforts—while learning from and listening to the communities we hope to serve.

Furthermore, we are committed to assessing our mission and our methods to ensure that our focus is clear, our goals are shared, and the tools to evaluate our outcomes are in place.

Nonprofit organizations are mission driven—engines of transformation that arise to address important societal needs and effect change. Success is predicated on identifying critical needs and formulating a theory of change. The theory of change is a road map to long-term impacts.

In developing this plan, our staff identified two core needs that structure our theory of change:

- Vandalism, climate change, and land alteration constitute acute threats to heritage places and ancestral landscapes.
- Because of a loss of control of ancestral lands—and limited control of the interpretation of ancestral places—there is, functionally, a deep historical disconnect among the traditional Indigenous inhabitants of such places and landscapes, what is said about those places, and understanding of how those places should be managed and protected.

Preservation Archaeology employs tools—site ownership or easements, advocacy, education, and outreach—to help address these acute threats. To help address the second need, we realize that there must be a radical transformation of Archaeology Southwest’s approach to our work.

To ensure Tribal engagement and co-creation, we must share power equitably with Indigenous nations and communities in all of our activities. Archaeology Southwest cannot consult on terms we set; we must enable co-creation of those terms of engagement with Indigenous nations and communities.

This three-year strategic plan builds upon Archaeology Southwest’s foundations while engaging transformation in a number of ways:

- It formally anticipates the retirement of Archaeology Southwest’s founder by early 2024, when a new CEO will come to lead.
- It adds new staff and plans new leadership roles and responsibilities for existing staff.
- It calls for expanding the Board of Directors, prioritizing strategic expertise and access to fund-raising networks.
- It prioritizes commitment to cyberSW as a core element of Preservation Archaeology.
- It incorporates annual assessments of the guiding principles of Preservation Archaeology.
- And, most importantly, it commits to real and ongoing collaboration with Indigenous communities.

### **Mission**

Exploring and protecting heritage places while honoring their diverse values.

### **Vision**

Heritage places, ancestral landscapes, and associated knowledge and values are stewarded, protected, respected, and celebrated across the US and the world.

## ARCHAEOLOGY SOUTHWEST: THEORY OF CHANGE

NEED	PURPOSE	INTERCONNECTED STRATEGIES	CONDITIONS THAT MUST EXIST	MEASURABLE OUTCOMES	LONG-TERM IMPACT
<p>Heritage places, ancestral landscapes, and associated knowledge and values are acutely threatened by vandalism, climate change, and land alteration.</p>	<p>With Tribes and other collaborators, and through the practice of Preservation Archaeology, Archaeology Southwest advances stewardship, protection, appropriate use, and respectful appreciation of heritage places, ancestral landscapes, and associated knowledge and values.</p>	<p style="text-align: center;">Site Protection</p> <p style="text-align: center;">Stewardship</p> <p style="text-align: center;">Advocacy</p> <p style="text-align: center;">Education</p> <p style="text-align: center;">Outreach</p> <p style="text-align: center;">Collaborative Research</p> <p style="text-align: center;">cyberSW</p>	<ul style="list-style-type: none"> <li>▪ Board and staff commitment to Preservation Archaeology and the mission of ASW</li> <li>▪ Clear definition &amp; guiding principles for Preservation Archaeology</li> <li>▪ Organizational culture, practice &amp; environment of accessibility, equity, collaboration &amp; inclusion</li> <li>▪ Visionary, effective, &amp; diverse leadership at all levels of board &amp; staff</li> <li>▪ Collaborative internal &amp; external relationships &amp; partnerships</li> <li>▪ Strong ASW reputation &amp; brand as an international leader in Preservation Archaeology</li> <li>▪ Financial sustainability, including endowment</li> <li>▪ Regular internal and external assessment of impacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Native American representation and written partnership agreements with Tribes</li> <li>• Collaborative research with Tribal partners that creates knowledge and addresses relevant social issues</li> <li>• Enhanced preservation and protection policies</li> <li>• Specific sites and landscapes protected and stewarded in ways that are mutually beneficial to Tribes, ASW, communities, and society at large</li> <li>• Larger audiences of people empowered with the knowledge, awareness, and willingness to act to protect heritage places, ancestral landscapes, and associated knowledge and values</li> <li>• Preservation Archaeology recognized, emulated, and promoted in professional and public archaeological theory and practice</li> </ul>	<p style="text-align: center;">Heritage places, ancestral landscapes, and associated knowledge and values are stewarded, protected, respected, and celebrated across the US and the world.</p>

## **Three-Year Goals 2022-2024**

- I. Collaborate with Tribes. *Learn about what Tribes want to accomplish and match with ASW assets.*
- II. Practice and promote Preservation Archaeology through an integrated approach of preservation, research, advocacy, education, and outreach.
- III. Ensure sustainable funding through diversified revenue, endowment building, and investment management.
- IV. Build organizational capacity and leadership at all levels of ASW.

<b>GOAL I: Collaborate with Tribes. Learn about what Tribes want to accomplish and match with ASW assets.</b>			
<b>IMPACT MEASURES</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Tribal Working Group meetings	8	8	8
TWG 3-year plan in place	X		
Substantive changes to ASW programs/plans that reflect Native concerns	4 in cyberSW	4 in cyberSW, 2 elsewhere	4 in cyberSW, 2 elsewhere
Tribal RA position filled	X		
Template for Native American Collaboration Plans	Template used for at least 2 plans	Template used for all new plans	Template revised and systemically used in all pertinent ASW program areas
Partnership Agreements Signed	Template used as basis for at least 2 agreements	3 additional partnership agreements in place	3 additional partnership agreements in place
Tribal Consultants with Diversity of Expertise (we can call on)	10 tribes represented	15 tribes represented	20 tribes represented
Tribe Requests for ASW Consultation or Assistance (we get called on)	2 Tribes engage ASW	3 Tribes engage ASW	4 Tribes engage ASW
Tribal training event provided or facilitated by ASW	1 event	2 events, minimum average of 10 participants	3 events, minimum average of 10 participants
Work with Tribes that begins in the idea development stage	ASW adopts informal policy to consult with affected Tribes early in project planning	ASW formalizes policy to consult with affected tribes early in project planning	ASW culture and policy include continuous consultation and quest for consent, where appropriate

<b>STRATEGIES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Develop a Native American Collaboration Plan for each ASW initiative with measurable outcomes and analysis of equitable distribution of resources and benefits	1. Create a simple Plan Template/Guide by analyzing successful past collaborations	2022	Director, Landscape and Site Preservation Program (LSPP) and two project leaders	

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	2. Use Plan Template to create custom plan for each ASW initiative	2022-2024	Everyone	"culture of commitment" to use the plan template, advice and support from ASW colleagues
B. Add staff position whose role is to understand the ecosystem of Tribes, build relationships, navigate, understand (Director, Tribal Collaborative Initiatives)	1. Develop job description, advertise	Fall 2021	CEO & staff review team	
	2. New staff position filled	January 2022	CEO & staff review team	
C. Create and continually update a written framework for work with Tribes	1. Revisit existing draft in 2021	2021	CEO, Preservation, and Research teams	ASW "culture of commitment"
	2. Post statement on ASW website	2022		
	3. Update as needed annually	2022-2024	CEO, Preservation, and Research teams	
D. Implement a Tribal Working Group	1. Establish initial Working Group focused on cyberSW	2022	CEO, John, Shane Anton	
	2. Integrate TWG beyond cyberSW	2023	CEO, Director, Tribal Initiatives, Director LSPP	
E. Train Tribal citizens/members in Preservation Archaeology	1. Full-time Tribal RA position filled	2022	CEO, Director, Tribal Initiatives, Director LSPP, Josh	Funding for second 1/2 of position
	2. Hire BIA intern	2022	BIA team	

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	3. Higher-level staff position filled (see B above)	2022	CEO & staff review team	
	4. Hold training event(s)	2022-2024	BIA team, Preservation, Research, and Outreach teams	



<b>GOAL II: Practice and promote Preservation Archaeology through an integrated approach of preservation, research, advocacy, education, and outreach.</b>			
<b>IMPACT MEASURES</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Sites/Acres Protected	1 site or/and 10acres	1 site or/and 10acres	1 site or/and 10acres
Stewardship Plans for Individual Preserves	40 percent of Preserves	80 percent of Preserves	All Preserves
Collaborative research products for professional audiences	4 per year	4 per year	4 per year
Collaborative research products for public audiences	12 per year	12 per year	12 per year
Increase in cyberSW site traffic and registered users	40 percent	30 percent	20 percent
Increase in cyberSW-facilitated research products	30 percent	30 percent	30 percent
Tribal resolutions/letters of support for Great Bend NCA legislation	7 Tribal statements	3 additional Tribal statements	3 additional Tribal statements
Letters to the editor, Op-eds, other earned media regarding policy efforts	2 advocacy products	2 advocacy products	2 advocacy products
ASWM--two issues/year, on time	X	X	X
Increase social media engagement	5 percent	5 percent	5 percent
Increase email subscribers	10 percent	10 percent	10 percent
Increase magazine sales, retail and/or wholesale	5 percent	5 percent	5 percent
Increase number of users of free Education/Outreach activities	10 percent	10 percent	10 percent

<b>STRATEGIES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Develop a Stewardship Plan for each Preserve that includes Tribal outreach elements and specific Tribal engagement proposals	1. Obtain advice from existing Tribal consultants and TWG; Reach out to Tribes to establish nature & level of interest	2022-2024	Director, Landscape and Site Preservation Program (LSPP)	TWG access
	2. Distribute draft plans for internal, then Tribal review	2022-2024	Director, LSPP	Travel and staff meeting time

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	3. Finalize plans based on comments	2022-2024	Director, LSPP	
	4. Implement plan	2022-2024	Director, LSPP	
B. Increase ASW's capacity to educate, inform, and inspire people to action	1. Develop new Branding, Style, and Messaging Guide	2021-2022	Comms/Content Director	
	2. Manage multiple websites: main Archaeology Southwest, SaveHistory, Great Bend Campaign	2021-2024	Outreach staff, BIA staff	
	3. Make ASW Magazine biannual and publish on schedule	2022	Comms/Content Director	
	4. Establish an ASW Magazine Editorial Board	2022	Comms/Content Director	
	5. Publish on projects in appropriate professional & public venues	2022-2024	Collaborative Research team	
C. Develop and implement new five-year initiative focused on rapid social change case studies	1. Develop theoretical and methodological approach and finalize study areas	2021-2022	Bill, Jeff, and Collaborative Research team	
	2. Salado work to include analysis and publication of Upper Gila work		Karen & Jeff	
	3. Ballcourts: maximizing data input and analysis via cyberSW		Bill & Jeff	
	4. Explore partnership with GRIC to explore rise and fall of historic agriculture		Aaron	

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	and historical incorporation of Peeposh			
	5. Additional research projects related to the 5-year initiative	2022-2024	Research Team members	
D. Build greater capacity for cyberSW to incorporate more data classes, expand analysis tools, partner with data generating colleagues like CRM firms and field schools	1. Secure at least two years of funding for a cyberSW "Data Wrestler" to assist with expanded data ingests	2022-2023	Bill and Jeff	
	2. Additional research projects that incorporate new data/new data classes/new data generating colleagues into cyberSW	2022-2024	Research Team members	
E. Reorganize ASW's Outreach and Education programs so that they are coordinated and where appropriate include Tribal partnerships	1. Explore partnership opportunities with Pueblo of Zuni and Tohono O'odham Community College	2021-2022	Karen and Bill	Hire Education and Outreach Director
	2. Create work plan for Hands On Program	2021-2022	Education and Outreach Director and Allen	
	3. Advertise for and hire BIA Intern	2022	BIA team	

### GOAL III: Ensure sustainable funding through diversified revenue, endowment building, and investment management.

IMPACT MEASURES	2022	2023	2024
Endowment [complete current campaign; and launch the next...]	\$1M	\$2M	\$2M
Increase foundation income over prior year	\$20,000	\$20,000	\$20,000
Increase individual unrestricted giving over prior year	\$20,000	\$20,000	\$20,000
Increase grant funding over prior year	\$20,000	\$20,000	\$20,000
Increase number of monthly recurring gift donors	50 percent	50 percent	50 percent
Increase donor retention rates to an overall of:	60 percent	65 percent	70 percent

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
A. Build Endowment(s): CEO (\$3M), cyberSW (\$1M), Capital (\$1M)	1. Complete current campaign	2022	CEO, Development Director, Board of Directors	Time and donors
	2. Implement new campaign around Bill's retirement	2022-2024	CEO, Development Director, Board of Directors	Time and donors
B. Extend donor relationships from CEO and Development Director to include Board members, staff leaders		2022-2024	CEO and Development Director	
C. Develop a Succession Plan for the Development Director that includes hiring an Associate Director of Development with enough overlap to transfer donor/funder relationships	1. Develop plan	2023	CEO and Development Director	Funding for a FT position
	2. Hire Associate Director	Depends on plan	CEO and Development Director	Need to know when Linda really will want to retire

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
D. Build a National Board with the capacity and connections to open doors to new, significant funding opportunities	See Goal IV-B	2021-2024	CEO, Development Director, Board of Directors	
E. Implement strong monthly recurring giving program	1. Free up Development Director & Development Coordinator from other responsibilities	2022	Development Director, Development Coordinator	Director of Operations and Director of Outreach and Education in place and effective
	2. Promote program to all donors	2022	Development Coordinator	
	3. Make program default on website	2022		
	4. Implement targeted upgrade program	2022	Development Coordinator	
F. Continue to secure grant funding to maintain ongoing projects & build new collaborations		2022-2024	All staff	

<b>GOAL IV: Build organizational capacity and leadership at all levels of ASW.</b>			
<b>IMPACT MEASURES</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
NEW CEO hired and working			Early 2024
Directors approving program expenses	X	X	X
Directors monitoring program budgets with monthly reports	X	X	X
Directors participating in the annual operating budget process		X	X
Native American representation			
- <i>Staff</i>	Add 1	Add 1	Add 1
- <i>Board</i>	Add 2	Add 1	Add 1
National Board expansion plan yields at least one "target new member" annually	Add 1	Add 1	Add 1
Progress through phases of Bates Mansion "five year upgrade plan"	1: Maintenance and upgrades	2: Lab area upgrade	3: Corona Room upgrade
IT Security, Inventory, and Documentation Plan completed	X		
HR Plan and Policy Manual update	X		
Justice, Equity, Diversity, and Inclusion Plan in plan	X		

<b>STRATEGIES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Ensure preparation for a smooth CEO transition	1. Develop and adopt an Executive Transition and Succession Plan that includes job description, candidate profile, hiring and onboarding process	2022	Board of Directors with recommendations from consultant	
	2. Invest in professional development and leadership development for all staff, but especially directors	2022-2024	Finance Committee, CEO	Budget for professional development
	3. Develop an organizational structure design that disperses more leadership,	2021-2022	Consultant to make recommendations to staff, CEO	

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	autonomy, and decision making to the director level			
	4. Build in recognition and celebration of outgoing CEO (i.e. ritualistic transfer of leadership, retirement party, recognition on grounds or in endowment)	2023	Board and Board Chair	Budget
B. Develop a large, diverse, and national Board of Directors with influence	1. Adopt an aggressive Board Development Plan with aspirational targets	2021-2022	Board Development Committee	Consultant
	2. Make a plan that addresses the following: How do we meet the expectations of these new board members and retain them? What needs to change?	2021-2022	Board Development Committee and Board	
C. Optimize and leverage facilities	1. Develop a plan for facilities usage at Bates Mansion that meets ASW needs and brings in revenue	2021-2022	CEO, Property Manager, Building Committee	Building Committee
	2. Capital endowment for care of ASW properties	2024	CEO, Board, and Develop. Director	
D. Strengthen Operations	1. Develop an IT Security, Inventory, and Documentation Plan	2021-2022	Director of Operations	IT Staff, budget and funding
	2. Develop an HR Plan and Policy manual with a cycle of review that that	2022	Director of Operations	

STRATEGIES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	improves systems, adherence to current laws and standards, accurate and accessible HR files			
	3. Adapt the Grand Canyon Trust's JEDI--Justice, Equity, Diversity, Inclusion Plan	2022	Director of Operations	