

# Archaeology Southwest Strategic Plan 2019–2021

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APPROVED BY THE BOARD OF DIRECTORS ON 11/30/18



*For three decades*, Archaeology Southwest has practiced a holistic, conservation-based approach to exploring the places of the past. We call this **Preservation Archaeology**.

By exploring what makes a place special, sharing this knowledge in innovative ways, and enacting flexible site protection strategies, we foster meaningful connections to the past and respectfully safeguard its irreplaceable resources.

## **Vision:**

A society where the places of the past are valued as the foundations for a vibrant future.

We envision a future in which Archaeology Southwest:

- » Preserves a significant number of important sites, the study of which enhances a broad understanding of the human experience.
- » Is recognized as one of the foremost archaeological research institutions in the region.
- » Engages an ever-expanding group of people, businesses, and funders giving of their time, talent, and resources in support of the mission.
- » Is a financially stable and sustainable institution with a robust endowment.
- » Finds common ground for collaboration with a broad, diverse coalition of individuals, communities, and organizations.
- » Works with tribal leaders to identify and preserve sites and resources of importance to native communities.
- » Serves as a central hub for students, scholars, and professionals engaged in resource management.
- » Offers quality programming across the Southwest that connects citizens and policy makers with the principles of Preservation Archaeology.
- » Supports a dynamic learning environment for students, staff, preservation fellows, volunteers, and accomplished and prominent researchers.

## **Mission:**

Exploring and protecting the places of our past.

We do this through a unique integration of site preservation, scholarly research, and education that includes:

- » Identifying, prioritizing, acquiring, and protecting endangered cultural resources.
- » Sharing the values, vision, and purpose of Preservation Archaeology.
- » Shifting public attitudes and behavior that foster meaningful connections to the past and respectful protection of irreplaceable resources.
- » Developing a comprehensive plan for preserving Southwest cultural resources in conjunction with stakeholders: Native communities, private landowners, policy makers, and researchers.
- » Pursuing big-picture research questions that further protection goals and stimulate the public imagination, while using existing collections and minimizing the impact on archaeological sites.
- » Influencing and collaborating with scholars, policy makers, and the general public regarding the importance of site preservation.
- » Providing educational and field opportunities for students, volunteers, and scholars that foster the Preservation Archaeology ethic.
- » Bringing Preservation Archaeology to life for the public through –
  - Relevant, accessible, and scholarly publications that are aesthetically attractive;
  - Outreach, education, interactive exhibits, tours, and experiential programs;
  - Volunteer participation in research and protection programs, when appropriate.

## Values:

### Preservation and Stewardship:

*“To keep alive or in existence; make lasting; to keep safe from harm or injury; to protect.”*

We preserve and protect the places of the past. We limit excavation. We advise others about what and how to preserve, and provide a preservation model to emulate.

### Passion:

*“To be compelled by intense emotion or strong feeling.”*

We are passionate about Preservation Archaeology. We intentionally seek out and engage others who are passionate about our mission to serve as employees, board members, volunteers, and collaborative partners. We foster passion in others through our education and advocacy efforts.

### Relevance:

*“Connected to the matter at hand.”*

We reach beyond the field of archaeology to engage others in the Preservation Archaeology ethic. We strive to make archaeological information accessible to the interested public of today.

### Collaboration:

*“The act or process of working with one another; cooperating.”*

We seek out partnerships and build alliances with likely and unlikely allies. We are open and inclusive. We communicate clearly and broadly. We are receptive to new ideas and ways of thinking. We integrate our research, outreach, and preservation in unique ways to maximize public accessibility. We are committed to working with a diverse set of stakeholders. We actively engage diverse communities in all of our work.

### Learning:

*“(1) Knowledge acquired by systematic study in any field of scholarly application; (2) The act or process of acquiring knowledge or skill. (3) The modification of behavior through practice, training, or experience.”*



We are constantly seeking knowledge, listening, and learning from others. We look for the most accessible and relevant ways to share our learning with others. We base our policies, programs, decisions, and actions on research and evidence. We create and follow thoughtful, knowledge-based planning.

## Creativity and Innovation:

*“The ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, and interpretations; originality, progressiveness, or imagination.”*

We foster an environment that provides the freedom, funding, and tools needed for creativity and innovation in research, preservation, and education, as well as leadership and organizational development and systems.

## Integrity:

*“(1) Adherence to moral and ethical principles; soundness of moral character; honesty. (2) The state of being whole, entire, or undiminished.”*

We are forthright, honest, and fair in our dealings with people both inside and outside the organization. We are transparent in our actions and sharing of information. We adhere to professional ethics and standards. We produce the highest quality professional work.

## Excellence:

*“The fact or state of surpassing others; being superior in a specific respect or area.”*

We recruit, hire, retain, and foster the professional development of the best, most talented people in their respective fields.

## Accountability:

*“The state of being responsible, liable or answerable.”*

We are accountable to each other, our donors and funders, our stakeholders, and the general public. We are responsible citizens of our world, understanding our connection to the critical social and scientific issues facing our world.

## Guiding Principle: Transparency

Intentionally shared information flowing between staff, board, and management. Openness, communication, and accountability that make it easy to see why decisions are being made.

## Strategic Objectives:

- A. **Collaborative Research.** Archaeology Southwest researchers will collaborate internally and externally on big-picture topics related to fluid social/cultural identities.
- B. **Protect and Advocate.** Archaeology Southwest will protect cultural landscapes and sites and, in partnership with key stakeholders, advocate for heritage protection.
- C. **Tribal Collaboration.** Archaeology Southwest will practice values-based collaboration with Native American and descendant communities in all our programs.
- D. **cyberSW.** The cyberSW project brings data from thousands of Southwestern archaeological sites into a new mega-database that researchers and the public may use to explore broad patterns. Archaeology Southwest will be ready to carry the cyberSW database forward in pursuit of our mission by 2020.
- E. **Inspire.** Archaeology Southwest will inspire a broader audience of people engaged with the mission of Archaeology Southwest.
- F. **Lead.** Archaeology Southwest will have an engaged, effective, diverse Board of Directors that enhances the organization's stature, builds its network, and increases its fundraising capacity.



OBJECTIVE A

## Collaborative Research

Archaeology Southwest researchers will collaborate internally and externally on big-picture topics related to fluid social/cultural identities. Although our focus will be on the past, we will show that these themes are relevant to the present and future. Moreover, we will recognize that these themes are central to educating and engaging the general public, and to achieving advocacy with broader impact.

### Key Results

1. Each researcher will participate in a multi-authored publication annually, yielding at least three submitted articles by 2021. The authors will collaborate with the Outreach team to adapt these research articles and submit them to high-impact mainstream media outlets such as *Sapiens*, *National Geographic*, etc.
2. Researchers will prepare a blog post every quarter that shares an aspect of their current research.
3. The Fluid Identities initiative will produce at least two *Archaeology Southwest Magazine* editions with internal and external collaborators.
4. The Field School team will hold three Preservation Archaeology Field School sessions that will train a diverse group of students in Preservation Archaeology, produce publishable research, share our research with multiple audiences, and increase engagement with descendant communities.

OBJECTIVE B

## Protect and Advocate

Archaeology Southwest will protect cultural landscapes and sites and, in partnership with key stakeholders, advocate for heritage protection.

### Key Results

1. We will acquire three new conservation easements or properties in fee ownership.
2. We will achieve passage of a bill for the designation of a new national monument or national conservation area.

3. We will transfer large acreage parcels into federal ownership through government purchase or land exchange.
4. The boundaries of Bears Ears National Monument will be restored.
5. The Chaco team will complete 80 percent of the defensive elements (LiDAR research, tribal concerns mapping, land-use plan review and comment, etc.) of the Chaco Protection Plan and 50 percent of the positive elements (Heinrich-Udall mineral withdrawal, Great North Road National Historic Trail, etc.).
6. We will establish an Advocacy Response Network that achieves an average 75 percent response rate.
7. We will achieve 25 percent growth in advocacy-related, formal partnerships with environmental groups, tribes, etc.
8. We will have at least six staff members—one at 80 percent and five at 10 percent—working with government agencies and THPO staff to prevent, detect, and respond to cultural heritage crimes in the Southwest.

OBJECTIVE C

## Tribal Collaboration

Archaeology Southwest will practice values-based collaboration with Native American and descendant communities in all our programs.

### Key Results

1. We will complete tribal mapping projects with four tribes (three Chaco-region tribes and one of the Four Southern tribes).
2. We will draft a written statement on general principles regarding tribal engagement and present it for discussion and feedback to at least 12 tribal entities. At least 50 percent of those tribes will have responded with feedback.
3. We will invite all (100 percent of) tribes affected by our research to review and provide feedback on the impacts of that research. At least 50 percent of those tribes will have responded with face-to-face reviews or written feedback.



## OBJECTIVE D

### cyberSW

The cyberSW project brings data from thousands of Southwestern archaeological sites into a new mega-database that researchers and the public may use to explore broad patterns. Archaeology Southwest will be ready to carry the cyberSW database forward in pursuit of our mission by 2020.

#### Key Results

1. We will hire a full-time cyberSW Database & Data Synthesis Team Leader by February 2019.
2. The cyberSW database will be up and running—with a creative, viable public interface for education and engagement—by 12/31/2020.
3. We will have the resources necessary to continue to support the cyberSW Database Manager as a permanent full-time position after 12/31/2020.
4. We will have a team of trained citizen scientists in place and helping to gather nondigital data by 12/31/2020.
5. By 12/31/2020, the cyberSW database will have the capacity for multi-artifact class ingestion, allowing efficient expansion of the database to include CRM and other digital excavation data.
6. A team of our researchers will use the cyberSW database to produce a multi-authored publication focused on migration dynamics and impact by December 2020.

## OBJECTIVE E

### Inspire

Archaeology Southwest will inspire a broader audience of people engaged with the mission of Archaeology Southwest.

#### Key Results

1. The Hands-On program will track its “direct engagement days” with the public, achieve a 10% increase in those measures each year, and expand its outreach to at least one new community per year.

2. The Outreach Team will have one new position in place by no later than January 2020 to assist with membership, volunteer coordination, and other critical support tasks.
3. The Outreach Team will create and expand opportunities for constituents to interact with Archaeology Southwest through online and social media programs, as well as continuing existing successful programs such as the Archaeology Café and *Archaeology Southwest Magazine*. Impact growth will be measured by readership, circulation, event attendance, media exposure, etc.
4. Annually, Archaeology Southwest will succeed in raising the revenue necessary to meet its operating objectives and have 2,000 or more donors and paying members by 12/31/2021.
5. We will meet our goal to raise \$2.5M for endowment by 12/31/2021.

### OBJECTIVE F

## Lead

Archaeology Southwest will have an engaged, effective, diverse Board of Directors that enhances the organization's stature, builds its network, and increases its fundraising capacity.

### Key Results

1. We will build a more diverse board membership of at least 12 people by the end of 2020; this board will reflect the diverse communities the organization serves.
  - Increase board membership to 10 by end of 2019; 12 by end of 2020.
  - Add two Native American members.
  - Recruit individuals who are strategic visionaries to help with long-term vision and direction as well as individuals capable of making significant gifts, assisting in fundraising, and networking.
2. We will clarify and improve each individual board member's role and commitment through an annual meeting with the Board President and Board Chair.
  - Board President and Board Chair will meet with each current board member annually to discuss expectations and define individual role.

- Board President and Board Chair will meet with prospective board members to discuss expectations and define individual role prior to nomination to the board.
- Ask each board member to propose at least one topic per year to a board meeting and lead discussion of that topic.



### Archaeology Southwest

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