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Society of Animal Welfare Administrators

STRATEGIC FRAMEWORK and

2016-2018

STRATEGIC PLAN

Ratified 11.15.15; Updated 3.22.16

SAWA Strategic Framework

Mission Statement

SAWA is a professional network that develops and promotes industry best practices, cultivates collaboration, and brings out the best in animal welfare leaders.

Vision/Long-term Goals

Vision/Long-term Goals Revisions:

1. SAWA is respected as *the* voice for effective leadership of animal welfare, care and control agencies, and related issues where this expertise is essential.

2. SAWA is the source for professional knowledge, best practices and standards of competency concerning leadership of animal welfare, care and control organizations.

3. SAWA is the catalyst for continuous professional development of agency management and elected leadership teams.

4. SAWA is the access point to a robust network of experience, expertise, ideas and resources willingly shared by its members who represent the full diversity of animal welfare, care and control agencies.

5. SAWA is a sought-after partner with industry and related animal welfare organizations pursuing mutual goals and interests in advancing the profession.

6. SAWA operates with the infrastructure, volunteer and staff leadership and financial capacity required to fulfill its mission at the highest levels of excellence.

Core Values

NEW Operating Values Language:

Accountability
We believe that as leaders in animal welfare, we are accountable to each other, to the communities we serve, and to the collective impact we seek to make as a profession.

Collaboration and Respect

We believe in respectful discourse no matter how challenging the issue or however strongly we believe in our individual opinions. We believe that we become enlightened when we are open to diverse perspectives, assume the best in other's intent, and that this will, in the end, lead to better decisions.

Professionalism

We believe the responsibility we carry within our communities demands the highest levels of professionalism and a commitment to lifelong learning. Professionals in animal welfare, care and control conduct themselves with decorum, ascribe to high standards of competence, and work to implement best practice in the operation of their agencies.

Transparency

We earn the respect and trust of all those in animal welfare because we act honestly and are clear in our intent to address the issues and challenges through open dialog and engagement of diverse perspectives. We believe this is the only way we can advance collectively as a profession.

Community

We believe that every SAWA member has something of value to contribute to the richness of the animal welfare community, and that each member should feel welcomed, included and appreciated as peers for their experience and perspective.

Creativity

We work to support an environment that fosters creativity and that celebrates new ideas and different perspectives.

Lifelong Learning

We believe a commitment to continuous professional development is essential to success in animal welfare.

Stewardship

We operate the Association as diligent stewards of the resources our members and partners contribute. We strive for the greatest efficiency in our operations so that we may invest more in the development of programs and services that provide value to our members.

Summary of 2016 HIGH Priority Deliverables

1. Develop a SAWA issue management system and complete first phase of implementation.
2. Identify national groups for ongoing collaboration. Identify representatives and content of discussion. Conduct outreach and schedule first meeting.
3. Respond to and evaluate schedule CAWA beta test. Launch online test.
4. Provide six opportunities for members to connect, including four virtual, two in-person, one role-specific and one region-specific (attended by SAWA leaders from the region).
5. Complete re-evaluation of the SAWA brand.
6. Complete top two best practices and present at Annual Conference.
7. Develop and execute an interim communication strategy and a related research strategy.
8. Revamp the Development Committee charter, composition, roles and a sponsorship framework.

LEADERSHIP FOR THE PROFESSION

Strategic Issue: *Issue Management* [HIGH]

2018 Milestones

By 2018 . . .
- SAWA has an issue management system in place to regularly identify, prioritize and assign issues to generate an appropriate outcome.
- SAWA regularly engages members in the process to identify issues and convenes individuals with the diverse perspectives, experience and ideas needed to address the issues.
- SAWA has a process to disseminate information and results to benefit the members and the profession.

2016 Deliverables

- Develop a SAWA issue management system and complete first phase of implementation. [HIGH]
- Develop a process to engage members to identify significant issues and trending topics in the field (include the use of Peer Packs).

Strategic Issue: *Collaboration and Relationship Building* [MEDIUM]

2018 Milestones

By 2018 . . .
- SAWA convenes scheduled meetings with national groups to discuss priorities and opportunities for collaboration, and reaches out strategically to other national groups to further individual priority issues.
- SAWA provides training and tools on collaboration to encourage and stimulate relationship-building by member agencies at the local and regional levels.

- SAWA has a consistent presence at six state or regional conferences.
- SAWA has a seat at the table of current or planned gatherings convened on a national level.

2016 Deliverables
- Identify national groups for ongoing collaboration. Identify representatives and content of discussion. Conduct outreach and schedule first meeting. [HIGH]
- Identify on a consistent basis collaborative work being done within animal welfare, and pursue a seat at the table as needed.
- Participate in at least two state or regional conferences.

Strategic Issue: *Standards and Competency* [LOW]

2018 Milestones

By 2018 . . .
- SAWA has defined the best practices that represent guidelines for effective operation of an animal welfare agency and is considering options for use of this information (e.g., assessment tool, certification, etc.).
- SAWA has a functioning collaboration with Shelter Animals Count (SAC) and has defined key performance indicators to more effectively measure the impact of the profession.
- The CAWA reboot is running smoothly and is a respected credentialing program.

2016 Deliverables
- Respond to and evaluate schedule CAWA beta test. Launch online test. [HIGH]
- Introduce a conversation at SAC regarding collaboration opportunities with SAWA regarding KPIs.
- Research prior attempts at agency certification to determine relevance or a starting point.

Strategic Issue: *External Communication (SAWA and the Profession)* [HIGH]

2018 Milestones

By 2018 . . .
- The SAWA brand is clearly defined and highly valued (and includes embracing diversity of thought and value for both individuals and agencies).
- An efficient and effective strategy is in place to articulate SAWA's impact, benefits and values.

2016 Deliverables
- Complete re-evaluate of the SAWA brand. [HIGH]

VALUE TO MEMBERS

Strategic Issue: *Member Engagement and the Member Experience* [HIGH]

2018 Milestones

By 2018 . . .

- Members have more opportunities to connect in person and virtually to exchange experience and meet individual needs.
- SAWA is viewed as inclusive and embracing of thought and approach.
- An intentional effort is made to reach out and engage new members and new volunteers, and offer a range of meaningful, convenient opportunities to contribute (e.g., engaging members in Best Practice Committee and subcommittees.)

2016 Deliverables

- Provide six opportunities for members to connect, including four virtual, two in-person, one role-specific and one region-specific with regional SAWA leaders present. [HIGH]
- Conduct research to probe into member perceptions regarding engagement and inclusion in SAWA. Establish a baseline that can be assessed regularly.
- Redefine SAWA Board members' roles at Management Conference in an effort to support identification of potential volunteers.

Strategic Issue: *Professional Development* [MEDIUM]

2018 Milestones

By 2018 . . .

- A plan is in place and is revisited on a regular basis to address the skills, qualities and competencies professionals need to succeed.
- The CAWA-defined professional competencies are used regularly as a lens for determining professional development needs.
- A special effort is made to address leadership skills for all levels of agency staff, and to provide CEOs with tools to support the effectiveness of their boards.

2016 Deliverables

- Ensure that half of the topics selected for each Conference connect back to a CAWA core competency.
- Place a member of the CAWA Certification Council on the Member Engagement and Education Committee.
- Identify outside conferences SAWA members can benefit from and procure discounts for SAWA members. Focus on non-animal related conferences to support members in building leadership skills. Ask members who attend these conferences to share the insights gained via a webinar or in some other way so that all members can benefit.

Strategic Issue: *Practices, Tools and Resources* [HIGH]

2018 Milestones
By 2018 . . .   • Six best practices have been developed (two per year) with related tools and resources.
2016 Deliverables

• Conduct a member survey to identify priorities for development of best practices among the 12 selected and solicit other topics of interest. Link survey as a regular part of identifying critical issues in the 'issue management' system (see "Issue Management" under Leadership for the Profession).
    • Complete top two best practices and present at Annual Conference. [HIGH]
    • Establish a process to harvest the experience and ideas shared in the Peer Packs and produce appropriate work products of benefit to all members.

Strategic Issue: *Service Delivery* [MEDIUM]

2018 Milestones

By 2018 . . .
    • A basic level of information and tools are available to *all* professionals regardless of membership, with more detailed information and exclusive content available to SAWA members only.
    • The SAWA website has been redeveloped as a rich, dynamic source of information and is more user-friendly.

2016 Deliverables
NONE

GOVERNANCE AND OPERATIONS

Strategic Issue: *Communication Strategy* [HIGH]

2018 Milestones
By 2018 . . .   • A robust communication strategy is in place and is supported by adequate resources and a communications infrastructure.
2016 Deliverables
• Develop and execute an interim communication strategy and a related research strategy. [HIGH]

Strategic Issue: *Financial Stability* [MEDIUM]

2018 Milestones
By 2018 . . .   • SAWA has diverse, stable sources of revenue that support strategic goals and priorities.   • A mutually beneficial and sustainable partnership platform is in place.
2016 Deliverables
• Revamp the Development Committee charter, composition, roles and a sponsorship framework. [HIGH]

Strategic Issue: *Membership Structure* [MEDIUM]

2018 Milestones
By 2018 . . .   • SAWA organizational membership has been defined.
2016 Deliverables
• Define the purpose and feasibility of organizational membership, and research options.

Strategic Issue for Future Consideration: *Board Composition*
- Competency vs. constituency based Board make-up
- Development of a leadership pipeline (leadership development system)