



Society of Animal Welfare Administrators (SAWA)

-
- **STRATEGIC**
-
- **FRAMEWORK and**
-
- **2010-2013**
-
- **STRATEGIC PLAN**
-

**Board of Directors Adopted
June 2, 2010**

SAWA STRATEGIC FRAMEWORK

SAWA Mission Statement

The Society of Animal Welfare Administrators (SAWA) is a community of professionals committed to excellence in the management and operation of animal welfare and control organizations.

Through the active involvement and contributions of its members, SAWA provides the practical knowledge, resources and solutions members need to grow as professionals, achieve the goals of their organizations, and, collectively, advance the animal welfare profession.

SAWA Operating Values

What We Stand For As a Profession

1. We believe in the intrinsic dignity and sanctity of human life.
2. We believe in the intrinsic dignity and sanctity of animal life.
3. We believe that companion animals are a product of human intervention and that we have a special obligation to them in regard to humane treatment and responsible stewardship.
4. We believe we have an obligation to alleviate suffering.
5. We believe we have an obligation to prevent cruelty.
6. We believe that people should treat each animal as kindly as possible.
7. We believe we have a duty to protect and care for the suffering and homeless.
8. We believe that our values, decisions, conduct and behavior should set the tone and be a model for others in their care and treatment of animals.

The commitment, care and attention we afford to both human beings and animals are only differentiated by degree and not by kind.

How We Operate As an Association

HONESTY

- ◆ Communicate consistently, truthfully and with integrity inside and outside of the organization.
- ◆ Accept responsibility for our actions.
- ◆ Provide honest and accurate information regarding agency policies, procedures and programs like fund raising and the disposition of animals.

RESPECT

- ◆ Treat all living creatures with respect and dignity.
- ◆ Create an open environment which encourages and solicits input from all stakeholders.
- ◆ Recognize the value of each individual or group.
- ◆ Acknowledge socio-economic, cultural, ethnic and philosophical differences.

- ◆ Advocate and model respectful behavior through individual and organizational example.

RESPONSIBILITY

- ◆ Apply all applicable laws impartially with organizational guidelines.
- ◆ Provide humane treatment and care for animals.
- ◆ Seek ways to improve the operation and delivery of services. Pursue excellence.
- ◆ Share information and seek input from, educate, and cooperate with others.

BE FAIR and JUST

- ◆ Use good judgment instead of being judgmental.
- ◆ Listen to and consider opposing viewpoints.
- ◆ Make informed decisions without personal bias.
- ◆ Apply consistent principles in decision-making while allowing for flexibility.

CARING and COMPASSION

- ◆ Strive to provide for the physical and psychological needs of people and animals.
- ◆ Encourage and support board and staff development.
- ◆ Provide a humane and dignified death for animals using recommended and approved methods.
- ◆ Extend the principles of caring and compassion to the public.
- ◆ Provide a supportive environment in which to deal with issues of euthanasia and grief.

CITIZENSHIP

- ◆ Represent the organization in a professional manner.
- ◆ Strive to promote positive and collaborative relationships with other agencies, organizations, and individuals.

SAWA Vision/Long-term Goals

1. SAWA is respected as the voice for effective management of animal welfare and control organizations, and related issues where this expertise is essential.
2. SAWA is *the* source for professional knowledge, best practice, standards of competency and industry data concerning the operation of animal welfare 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 and control organizations.
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.



SAWA STRATEGIC PLAN: 2010-2013

Key Result Area: VOICE FOR THE PROFESSION

SAWA Image and Identity

Objective 1: Clarify SAWA's identity as the voice and conduit for expertise and professionalism in the operation of an animal welfare and control organization.

Strategy

1. Create and execute a branding plan and a marketing plan.

Year One Deliverables

Branding Plan

- ◆ Complete logo development and update SAWA collateral materials and the website.
- ◆ Identify and utilize a brand impact measurement tool (use expertise from industry partners).

Marketing Plan

- ◆ Appoint a task group to develop key messages for internal and external audiences for Board approval. Task group should be composed of members at all levels and all disciplines within the profession.
- ◆ Create and implement a marketing plan and identify tools to measure success.

Collaboration

Objective 2: Identify and pursue opportunities to collaborate with stakeholders, as appropriate, to address issues that impact a member's ability to operate a successful animal welfare and control organization.

Strategy

1. Develop a plan for collaboration with other organizations (including corporations, the veterinary community, academic institutions, etc.) to meet SAWA member education needs, when in alignment with SAWA priorities.

Year One Deliverables

- ◆ Identify SAWA priorities from the Strategic Plan and develop collaborative relationships as appropriate to achieve.

Leadership Development -- Profession

Objective 3: Facilitate the development of an effective agency elected and staff leadership team. **[PRIORITY]**

Strategy

1. Survey members to identify training needs and interests.

2. Develop a plan to increase the number of SAWA members who sit for the CAWA exam (40 in 2010 and 55 in 2011).
3. Ensure the availability of training that helps members prepare for CAWA.
4. Ensure that standards for a minimally qualified CAWA candidate remain current.

Year One Deliverables

- ◆ Create and implement a development plan for CAWA, including components that address marketing, curriculum development, delivery of exam through multiple venues, and a process to regularly revisit minimal standards for qualified candidates.
- ◆ As part of a broader annual member survey, identify member professional development needs.
- ◆ Implement a survey of CAWAs to identify their continued professional development needs, and their assessment of the CAWA curriculum (e.g., what has been most useful).
- ◆ Provide CAWAs with information and tips on how to prepare for recertification.
- ◆ Develop and deliver a day-long training session adjacent to the National Management Conference in 2011 to help members prepare for the 2011 CAWA exam.
- ◆ Identify existing high quality non-profit leadership development programs (through colleges, etc.). Pursue collaborations with these providers and promote availability to members.

Public Awareness and Education

Objective 4: Drawing from the expertise of members, sponsors and partners, develop the resources and tools members need to better inform and educate the public on animal welfare issues.

Strategy

1. Work with identified partners to develop and implement a public information strategy on issues of high importance to SAWA members.

Year One Deliverables

- ◆ As part of a broader annual member survey, assess any need for support regarding public awareness and education.

Agency Standards/Best Practice

Objective 5: Gather, evaluate, organize and promote best practice and performance benchmarks relating to leadership of an animal welfare and control organization.

Strategy

1. Develop a system to identify, gather, evaluate and disseminate industry best practices.
2. Encourage and support research by others on animal welfare issues to provide added value to members.

Year One Deliverables

- ◆ Develop the infrastructure to capture and share best practices information (assess if the proposed AMS system has this capacity).
- ◆ If approved, integrate National Council assets into SAWA.

Key Result Area: MEMBER VALUE

Member Education – Target Audience

Objective 6: Target the development of knowledge, experience and core competency at each stage of an animal welfare professional's career.

Strategy

1. Establish training priorities by audience.
2. Develop and implement a plan to expand training opportunities using all possible resources.
3. Develop and offer a SAWA-facilitated program track in the conferences of related organizations.

Year One Deliverables

- ◆ Analyze survey results and establish audience-based training priorities (incorporate results for June 2010 conference.)
- ◆ Create a qualification matrix for review of other training opportunities, resources and partnerships.
- ◆ Create training tracks based on levels of experience.

Member Service Development

Objective 7: Develop and deliver relevant, practical education, information and resources that help members build skills and address the challenges in operating an animal welfare and control agency.

Strategy

1. Enhance members' ability to network with others in multiple ways (e.g., via technology).
2. Develop an education program that builds toward the CAWA knowledge base.
3. Establish a body of information (using an online archive of resources) that captures both informal exchange of experiences between members, as well as more formal best practices.

Year One Deliverables

- ◆ Develop a detailed application process that creates a personalized member profile.
- ◆ Identify training classes required to build CAWA knowledge base.
- ◆ Develop the architecture (coordinated with AMS system implementation) required to facilitate a discussion board and thread notification process, allowing members to search and access information by interest and discipline.
- ◆ Create discussion boards and archives that facilitate exchange on specific topics.

Member Service Delivery

Objective 8: Ensure convenient and personalized access to SAWA membership benefits.

Strategy

1. Develop a specific strategy to cultivate, engage, and ensure that members receive and take advantage of benefits that are of interest to them.

Year One Deliverables

- ◆ Develop a web tool that engages members and helps them assess their needs and interests.

Key Result Area: MEMBER COMMUNICATION & OUTREACH

Membership Development

Objective 9: Identify and actively recruit as members, professionals representing the full diversity of animal welfare and control agencies.

Strategy

1. Implement recruitment plan and campaign through various channels (e.g., sponsor advocates; regional recruitment structure; exposure with related national groups, etc.).
2. Develop targeted groups to facilitate exchange between members with like interests (e.g., based on geography, type of position, etc.).
3. Develop and implement a regular member needs assessment to track member needs, satisfaction and expectations.

Year One Deliverables

- ◆ Continue to identify new members and the best methods to recruit them.
- ◆ Recruit and task volunteers (an 'outreach' workgroup) to carry out the elements of a marketing plan (see Objective 1).
- ◆ Test groups such as market development, finance and operations, and social networking, and analyze other options.
- ◆ Automatically send a survey to members after they have been a member for six-month to assess satisfaction. Follow-up on responses as needed.

Marketing of Benefits and Services

Objective 10: Raise awareness and perceived value of SAWA benefits and services.

Strategy

1. Explore some non-traditional relationships and venues (such as 'generic' industry associations) to gain exposure for SAWA benefits and services. Define a desired outcome for each.
2. Develop and promote a SAWA-facilitated program track in conferences of other organizations. (See Objective 6)
3. Use testimonials from SAWA members in SAWA marketing and mentoring strategies.

4. Develop and implement a strategy for new member welcome and orientation to reinforce the value of SAWA membership.

Year One Deliverables

- ◆ Continue to gather success stories.
- ◆ Continue to identify and target corporations and associations that have interests in common with SAWA as possible marketing venues for SAWA benefits and services.
- ◆ Develop and implement a face-to-face SAWA new member orientation – SAWA 101. Include interaction with the Board, mentoring assignments, orientation packets, etc.
- ◆ Develop a program for sponsors of new members to become mentors.
- ◆ Develop a ‘parking lot’ of ideas for a SAWA library of resources, and prioritize development.
- ◆ Develop promotional materials in different formats on SAWA benefits (include testimonials).

Industry Partner Relations

Objective 11: Better leverage the SAWA-sponsor relationship to ensure high value and the common goal of advancing the profession. **[PRIORITY]**

Strategy

1. Regularly evaluate the SAWA-industry partner relationship to ensure mutual value.
2. Explore ways to invite industry partners to the table to provide input and perspective on industry issues.

Year One Deliverables

- ◆ Continue to identify potential sponsors and projects that need support.
- ◆ Develop a tool to identify desired outcomes of relationships with industry partners (e.g., conduct regular phone or face-to-face interviews with industry partners).
- ◆ Conduct ‘think-tank’ discussions that include solicitation of industry partner feedback.

Key Result Areas: GOVERNANCE AND OPERATIONS

SAWA Infrastructure

Objective 12: Develop the systems, processes and related technology SAWA needs to operate efficiently and deliver high quality service to members. **[PRIORITY]**

Strategy

1. Identify the technology needed to effectively deliver service to the market.
2. Identify a task force that can support development of SAWA technology infrastructure.
3. Explore specific technology to link members together for professional development and networking.
4. Evaluate technology as a revenue source.

Year One Deliverables

- ◆ Create a task force of members with technical expertise to support infrastructure development.
- ◆ Implement the AMS system and ensure full functionality.
- ◆ Create an ongoing group of members who can regularly examine technology needs and gaps, and effectiveness of the website.

Strategic Governance

Objective 13: Clarify and develop the strategic focus and role of the SAWA Board as a partner with the President/CEO in advancing the SAWA mission and vision.

[PRIORITY]

Strategy

1. Implement structural changes identified in 2009-2010.
2. Maintain a focus on the evolution of the Board toward a strategic governance model, including changing Board-Staff roles and expectations.
3. Define competencies and qualities needed for the Board. Use to identify and cultivate future Board members.
4. Through refinement of the Board's focus and operating values, define and maintain a desired Board culture. Communicate to all Board members through an effective Board orientation.
5. Define operational data to be collected and reported regularly to the Board to support decision-making.
6. Develop and implement a Board performance evaluation process and tools.

Year One Deliverables

- ◆ Evaluate and adjust changes made to Board structure.
- ◆ Design a process for strategic issue discussions and implement for each Board meeting agenda.
- ◆ Determine data the Board should receive regularly (i.e., define Board 'information loop').
- ◆ Define leadership requirements (e.g., competencies, constituent perspectives, qualities) and use to inform the 2010 nominations process.
- ◆ Take a fresh look at the SAWA operating values as part of the September 2011 planning process to support a desired Board culture.
- ◆ Develop a Board monitoring and measurement process and tools to evaluate progress on the Strategic Plan (include development of a revised tracking and reporting format for the Plan).

Member Involvement

Objective 14: Create a range of substantive, satisfying opportunities for members to contribute their time and talent to SAWA – from the new member to the most seasoned leader.

Strategy

1. Identify volunteer assistance and resources needed and how to make involvement opportunities beneficial to members (focus on short-term tasks requiring specific member expertise).

2. Ensure a range of volunteer opportunities that will be attractive to a diverse SAWA membership (e.g., different generations). Survey members to assess their interests.
3. Explore opportunities to identify emerging leaders in the profession and provide targeted programming and a means for them to connect and have a voice under the auspices of SAWA.
4. Identify the data required to build a more complete SAWA member profile. Use the data to support member involvement efforts.

Year One Deliverables

- ◆ Develop one or two high-level issue task forces, pulling in appropriate member expertise (e.g., marketing, technology) and providing a non-Board leadership opportunity for members.
- ◆ Identify data needed to build a complete member profile, and the means to collect and maintain it.

Resource Capacity

Objective 15: Build a diverse, steady stream of revenue, and the professional management and administrative capacity required to support accomplishment of SAWA goals and priorities. **[PRIORITY]**

Strategy

1. Expand current revenue sources derived from membership and sponsors.
2. Investigate new and alternate revenue sources (e.g., buying groups; preferred pricing opportunities, etc.).
3. Foster existing sponsor relationships to support SAWA growth.
4. Conduct regular environmental scanning to identify trends and service opportunities.

Year One Deliverables

- ◆ Tap potential revenue from website advertising as feasible.
- ◆ Explore development of a career center to generate revenue.
- ◆ Explore the possibility of opening the salary survey to non-members to build more complete data and to generate revenue (slate for September 2010 Board discussion).