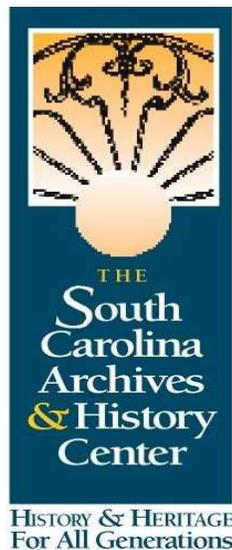


**South Carolina Department of
Archives & History
Strategic Plan 2010-2013**



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Director

Our Vision:

The SC Department of Archives and History will be the state's leader in preserving and advocating the state's documentary and cultural heritage.

Our Mission:

To preserve and promote the documentary and cultural heritage of the state through professional records, historic preservation, and education programs.

Core Values and Guiding Principles:

- **Preservation:** As stewards of the state's documentary heritage and built environment, we strive to balance the daily needs of our citizens with the need to ensure the survival of our heritage.
- **Trust:** We strive to preserve the public's confidence through personal integrity and ethical performance. We promote an environment of mutual trust and cooperation, recognizing the unique contribution of each individual to the agency's mission.
- **Professionalism:** We are a staff dedicated to maintaining the highest degree of professional competence while serving customers and colleagues with respect.
- **Public Service:** Our top priority is to serve today's citizens and future generations. As stewards of public resources, our responsibility is to listen to, anticipate, and exceed expectations.
- **Teamwork:** Together we can make it happen. We appreciate and support fellow workers as we collaborate to accomplish goals and inspire excellence.
- **Quality and Continuous Improvement:** We promote excellence by striving to get it right the first time. We encourage efficiency and effectiveness by pursuing ideas for new and innovative ways to serve our customers.
- **Loyalty:** Our primary professional allegiance is to the South Carolina Department of Archives and History. We hold the agency's mission above individual or divisional needs.

GOAL I: To promote and encourage an understanding, appreciation, and preservation of the state's history and heritage.

As the agency responsible for preserving the documentary and cultural heritage of the state, it is imperative that we strive to reach a variety of audiences with programs on the state's history. In addition to programs at the Archives and History Center we should strive to collaborate with other historical organizations to present programs throughout the state. As technology continues to evolve we will use all appropriate electronic formats.

To accomplish this goal the S.C. Department of Archives and History will:

Strategy 1: Offer appropriate educational programs and products for different audiences.

We will provide technical or specialized training for professionals and laypersons to facilitate sound stewardship of South Carolina's documentary and cultural resources while encouraging excellence in the teaching of South Carolina history.

Strategy 2: Continue collaboration both internally and externally.

We will build upon and increase collaboration across work groups within the Department and in partnership with other agencies and associations to pursue our mission.

Strategy 3: Encourage and facilitate staff involvement in historical and professionally-related organizations.

We encourage and support staff involvement in historical and or professional organizations. We want staff to pursue these opportunities to learn from others, to advocate our services, and encourage collaboration among organizations with similar missions.

GOAL II: To increase awareness, understanding, and use of the programs of the South Carolina Department of Archives and History

To stay true to our value of serving the citizens of our state, we must communicate the benefits of our programs and services not only to current customers, but to prospective customers. We must ensure that our publicity efforts reach a wider audience, and we must make it easy for our intended constituents to learn more about us and to participate in our programs and services.

To accomplish this goal the S.C. Department of Archives and History will:

Strategy 1: Explore new ways to use technology.

SCDAH will maximize its use of emerging and existing technology, especially Social Media, both to reach new audiences for increased visibility and to provide new means of delivery for its programs and services to a wider population.

GOAL III: To assess needs and identify and secure funding and resources to support the mission of the SC Department of Archives and History.

The agency needs to insure that it makes the best use of its existing resources. At the same time we need to identify additional sources of support that will enable us to enhance our mission and programs.

To accomplish this goal the S.C. Department of Archives and History will:

Strategy 1: Establish marketing strategies for services and products.

To be effective, marketing strategies should be used to guide the initial planning and development of a new product or service. Important decisions regarding the audience, the sale price, and the number of items produced will be influenced by the desired end result. A good marketing plan can help determine the desired result, and why and how we produce goods and services for sale.

Strategy 2: Evaluate the impact of revenue-generation activities on Department programs. Make adjustments as necessary to ensure adequate support for programs and that revenue generation activities do not adversely impact the Department's ability to pursue its mission.

Over the past several years the agency has become dependent on generated revenue to cover ongoing operational expenses. As a result, some of our core mission functions have lacked the resources to address pressing preservation and access needs both of our collection and in state and local government offices. We will work out a plan to ensure that these historical records preservation and access priorities are addressed in a timely and effective manner while identifying other sources of revenue.

Strategy 3: Expand the archival storage capacity of History Center

The archives of the History Center is nearing capacity. We will take steps to increase archives storage capacity using generated revenue.

Strategy 4: Launch an organized volunteer program to expand staff resources.

Volunteers can contribute multiple talents toward various projects and tasks, enabling paid staff to concentrate on core job duties. Volunteers provide a direct link to the audiences we serve, and can enhance efforts to communicate with the community.

Strategy 5: Make the most effective use of our resources.

We will examine how we utilize human resources to deliver our services and products in the most efficient manner. We will also analyze the cost effectiveness of service delivery and focus our budgetary resources toward the programs and processes that maximize our services as they relate to our mission.

GOAL IV: To retain and develop the human resources necessary to fulfil the mission of the agency.

Personnel are our most valuable resource. As such, we must utilize up-to-date human resource techniques to retain the most qualified employees. Doing so will allow us to effectively achieve our mission.

To accomplish this goal the S.C. Department of Archives and History will:

Strategy 1: Maintain a plan for orienting new employees and training existing employees.

As a state agency, we understand that resources are limited. Therefore, we must make an effort to invest in our staff wisely and seek opportunities for diversified sources of support for staff education and development.

Strategy 2: Emphasize the commitment of resources to formal and continuing education for all employees.

Our employees are expected to meet the continuing and changing needs of the organization and its constituents. In part, we must ask our employees to take the initiative in furthering their own education and development and provide the commitment of resources to assist staff with their education.

Strategy 3: Recognize the contributions made by employees in improving the South Carolina Department of Archives and History.

We realize that some of our most innovative ideas are generated by our employees. As an organization, we will continue to take notice of the teamwork and individual contributions the staff makes in helping this agency to improve, and evaluate the recognition process to ensure it continues to meet the organization's needs.

Strategy 4: Emphasize cultivating the manager's role and responsibility as communicator and coach.

The agency will continue to commit resources and develop skills in our agency leadership. In return, we expect those individuals in a supervisory capacity to become increasingly more effective in their role as a communicator and coach to their staff and across the organization.

GOAL V: To continue to ensure our journey of excellence by evaluating effectiveness and improving our programs.

We continue to be asked to undertake additional responsibilities without being provided with additional sources of support. An important part of our culture requires that we utilize continual improvement techniques to insure that we use our resources as efficiently as possible.

To accomplish this goal the S.C. Department of Archives and History will:

Strategy 1: Demonstrate the importance of customers through all our interactions.

We expect our staff to demonstrate our values in all of their interactions with customers and fellow employees. We will provide the necessary training for our employees to be self-aware of their own behavior and act appropriately in every customer interaction.

Strategy 2: Identify, prioritize and improve the processes that affect customers without regard to organizational boundaries.

We will continue to use the tools necessary to determine the needs, expectations, and priorities of our customers and improve our processes to meet these needs. We will utilize the agency's Quality Steering Committee to encourage ongoing and cross-functional teamwork, evaluate team outcomes, and endorse recommended implementation strategies.

Strategy 3: Continue developing performance measures and link to annual plans.

As an agency concerned with continually improving our services and products, we will continue to define new and refine current measurements to be indicative of our agency's performance. To do

this we will utilize the elements in Malcolm Baldrige National Quality Award criteria for improving how and what we measure.

GOAL VI: To increase and enhance preservation of and access to South Carolina state and local government records.

The preservation of and access to historical state and local government records has been at the core of the Department's mission since its establishment. In building on that accomplishment, we will strive to save and preserve historical records at risk and make the Department's holdings as widely available as possible, employing appropriate preservation and information technology.

To accomplish this goal the S.C. Department of Archives and History will:

Strategy 1: Digitize historically significant local government historical records.

We will devote our resources to ongoing digitizing of millions of pages of at-risk historical local government records and will work with South Carolina local governments and other groups to assist in this long term activity.

Strategy 2: Enhance Archives' records program visibility and accountability.

We will use Social Media to upgrade our outreach activities and create state and local government records advisory committees.

Strategy 3: Increase accessibility to the Archives' historical records through arrangement and description, conservation and digitization, and online access to selected records series.

We will work to increase the arrangement, description, and digitization of records for research use and provide wider access to holdings via the Internet and other information technology.
