

**SOUTHEAST CHAPTER OF THE SOCIETY OF
ARCHITECTURAL HISTORIANS**

STRATEGIC PLAN (2022-2032)



FINAL
November 2, 2022

Message from the President

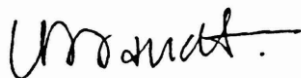
The process of creating a Strategic Plan is as important as its implementation. It is an opportunity for organizations like the Southeast Chapter of the Society of Architectural Historians to reflect on what we're doing well, what we could be doing better, and what our goals are moving forward.

In anticipation of SESAH's 40th anniversary, the board formally initiated strategic planning in 2020, a particularly poignant moment for clarifying the priorities, strengths, and limitations of our all-volunteer organization. I learned so much about a group that has long meant so much to me and am very proud of the ideas and accomplishments articulated in these discussions. Thank you to all the members and board members who participated in the strategic planning process and especially to treasurer and past president Robbie Jones for leading the charge. Thanks also goes to Carolyn Brackett of Cultural Heritage Works in Nashville for shepherding the committee through the process and co-authoring the final document.

Many of the tasks detailed in this clear and carefully considered plan are already underway, while others will require volunteers and work plans to ensure steady progress over the next decade. I am especially excited about the threads of diversity, equity, and inclusivity that run through these goals. We have worked hard for four decades to develop our resources and educational programs. This plan will help ensure that students, academics, and professionals throughout the region can access them more easily and actively participate in their expansion.

With this plan—and the dedication and fellowship of SESAH colleagues to implement it—I am confident in SESAH's long-term health as the premier organization for architectural history and historic preservation in the Southeast.

Now it's time to get to work!



Lydia Mattice Brandt, PhD

President, Southeast Chapter of the Society of Architectural Historians

Professor, University of South Carolina

A quick snapshot of the tasks discussed in this strategic plan:

Action	Short-Term	Mid-Term	Long-Term	Ongoing
Connect State Reps to Members				X
Recruit & Engage New Members				X
Maintain Membership Database				X
Promote Research Fellowships				X
Develop Diversity, Equity, and Inclusivity (DEI) Plan	X			
Evaluate & Clarify <i>Arris</i> Process	X			
Develop Outreach for Careers	X			
Evaluate Membership Categories	X			
Evaluate Conference Fees	X			
Offer Donation Opportunities	X			
Enhance Membership Benefits		X		
Evaluate Annual Conference		X		
Engage Members in Research		X		
Offer Online Programs			X	
Identify Grants & Sponsorships			X	

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SESAH

1. Background and Introduction

This section contains background information for the SESAHA Strategic Plan (2022-2032), including a brief historical overview of the organization and a description of the purpose, process, organization, and implementation process for the plan.

Historical Overview

Founded in 1983 in Atlanta, the Southeast Chapter of the Society of Architectural Historians (SESAHA) is a regional chapter of the national Society of Architectural Historians (SAH). Over the years, SESAHA expanded from five to twelve states: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Our members are primarily based in the Southeast region, but also reside throughout the U.S. as well as internationally. All are welcome.

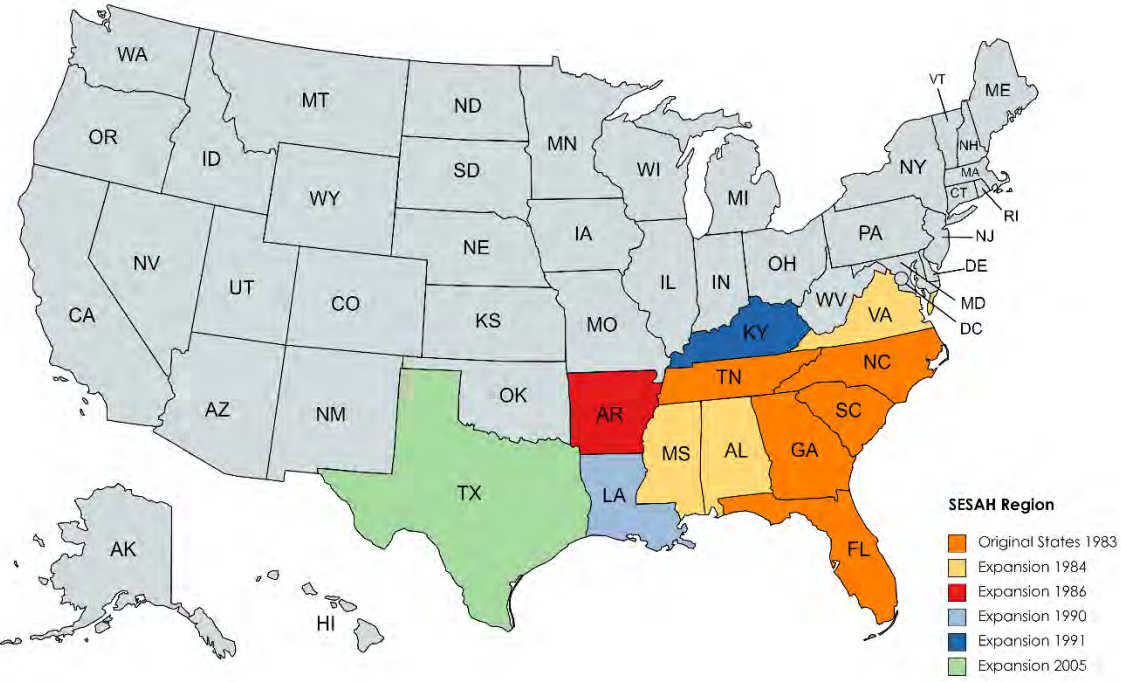
SESAHA promotes scholarship on architecture and related subjects and serves as a forum for ideas among architectural historians, architects, preservationists, and others involved in professions related to the built environment. Every year, we hold a conference, publish a journal, offer funding for conference travel and research, and give awards that recognize achievements in scholarly publication as well as preservation practice.

Our annual peer-reviewed journal, *Arris*, launched in 1989 at the University of Tennessee. Beginning in 2019, we began publishing the journal in partnership with the University of North Carolina Press in Chapel Hill with institutional subscriptions administered by Duke University.

An archive for SESAHA was established in 2011 at the Georgia Institute of Technology, Atlanta, in its Archives and Special Collections Library. In 2020, the archive completed work on a finding aid for the material, which dates primarily from before 2011. A full run of *Arris* can be found in the collection. Additional copies of most issues are stored with the treasurer, currently in Nashville. With the assistance of the University of North Carolina Press, digitized copies of all issues of the *Arris* journal have been published online through Project MUSE, produced by John Hopkins University Press in collaboration with The Sheridan Libraries.

Over the past 40 years, SESAHA has hosted annual conferences in 13 states, including Alabama (Auburn, Birmingham, Mobile, Tuscaloosa), Arkansas (Fayetteville), Florida (Boca Raton, Tallahassee), Georgia (Atlanta, Athens, Savannah), Kansas (Manhattan), Kentucky (Lexington), Louisiana (New Orleans), Mississippi (Starkville, Jackson, Natchez), North Carolina (Greensboro, Charlotte), South Carolina (Charleston, Greenville, Columbia), Tennessee (Chattanooga, Knoxville, Memphis, Nashville), Texas (Fort Worth, San Antonio), and Virginia (Lexington, Lynchburg). SESAHA has co-hosted conferences with the Pioneer America Society, the Gulf Coast chapter of SAH, and SECAC (formerly Southeastern College Art Conference).

SESAH was chartered in Fayetteville, Arkansas, in 1991, and formally incorporated by the IRS as a 501(c)(3) nonprofit organization in 1992. Since 2018, SESAH has maintained financial offices in Nashville and is registered to do business with the Tennessee Secretary of State. The treasurer is the registered agent for the organization. SESAH is governed and operated by an all-volunteer board of directors. The organization does not own property, nor does it have paid employees. SESAH currently maintains an endowment of \$100,000 with sufficient cash reserves for a minimum of two years' operating expenses.



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Strategic Plan Purpose

As SESAH celebrates its 40th anniversary, the organization enjoys a strong record of providing a forum for architectural historians, architects, preservationists, and others working in or advocating for the built environment. SESAH provides a variety of opportunities for engagement and education including an annual conference, publications, grants, fellowships, and awards. Since SESAH's founding in 1983, much has changed in the field of architectural history, and the organization has expanded its programs and outreach to support professionals and to recruit newcomers to the profession. This strategic plan will ensure that SESAH

continues to excel at providing innovative and substantive programs and resources that respond to the growth and needs of those engaged in the field of architectural history.



Strategic Planning Process

Planning to build on SESAH’s foundation of success requires an evaluation of strengths, challenges, and opportunities to ensure effective and efficient use of resources in the future. The strategic planning process provided a framework for this review and informed the identification and prioritization of strategies.

Prior to implementing the formal strategic planning process in 2021, SESAH’s board completed an update and revision of its bylaws and administrative processes in 2020. Therefore, the focus of strategic planning was on programs, advocacy, awareness, membership activities, and funding. Special focus was given to activities intended to cultivate a more diverse and inclusive organization.

Planning began with the formation of a committee including officers and members with institutional memory and recent experience with SESAH’s programs. Work by consultant Carolyn Brackett began in July of 2021 with a survey completed by all committee members. The survey was designed to assess the areas of accomplishments, areas for improvement or expansion, and opportunities for new activities. An analysis of responses found that SESAH’s core programs are substantive and successful, including the annual conference, website, *Arris* journal, conference travel grants, and awards.

Southeast
Chapter
of the
Society of
Architectural
Historians

Alabama, Arkansas, Florida, Georgia,
Kentucky, Louisiana, Mississippi,
North Carolina, South Carolina,
Tennessee, Texas, Virginia

2021 Strategic Planning Survey Results

Committee members were also asked “If you had only three words to describe SESAH, what would they be? Responses reflected the character of the organization and reasons for engagement including:



The survey identified four areas to focus on for expansion: Membership, Education, Advocacy and Awareness, and Funding. A throughline for all focus areas was diversity and inclusivity. The strategic planning committee created four subcommittees to consider challenges, opportunities, diversity and inclusion, strategies, and action steps. Each subcommittee's discussions referenced the survey results and a set of questions for the focus area.

Areas for Expansion and Focus



Organization of the Plan

The strategic plan is divided into four component parts: Membership, Education, Advocacy and Awareness, and Funding. Each section begins with a strategy and an overview of the strategy's rationale. This is followed by action steps that will be taken to achieve the strategy. A timeline identifies short-term (1-3 years), mid-term (4-6 years), long-term (7-10 years), and ongoing actions that will guide implementation of the strategic plan.

Implementation of the Plan

The work program outlined in the strategic plan is designed to take SESA into the future as a "must join and engage" organization for architectural historians and associated professions. At the same time, the plan was developed with the understanding that SESA is a volunteer-managed organization requiring prioritization of strategies that can be implemented over time.

Several immediate actions were initiated during the planning process. These actions were developed through discussions amongst the planning committee and executive committee. Strategic planning actions that were implemented in 2021 and 2022 include the following:

- The new *Arris* editorial committee recruited new *Arris* editors in 2022 and implemented a new editorial process to ensure that issues are published on time and within budget while maintaining the quality that members have come to expect.
- The treasurer undertook a cost comparison of publishing previous issues of *Arris* with staff at UNC Press to better forecast and control the cost of publishing future issues; completed in September 2021.
- UNC Press published digitized copies of all previous issues of *Arris* via Project MUSE; completed in April 2022.
- The treasurer and executive committee updated the SESAHS guidelines for hosting an annual conference; completed in June 2022.
- The updated conference hosting guidelines included recommendations for recruiting diverse keynote speakers from underrepresented communities; conference co-chairs implemented this recommendation for the 2022 Conference at Memphis.
- Conference co-chairs raised sufficient sponsorships to open the keynote address at no charge to local university students for the 2022 Conference at Memphis.
- The president and vice president implemented networking sessions for new members and students at the 2021 Conference at Natchez and 2022 Conference at Memphis.
- Conference chairs secured financial and in-kind sponsorships for the 2021 Conference at Natchez and 2022 Conference at Memphis; chairs raised \$3,500 in sponsorships at Natchez and are anticipating around \$3,000 for Memphis.
- The board increased the conference travel grant amount from \$400 to \$500 in 2021; an additional increase will be considered for 2023.
- The treasurer completed a comparison study with peer institutions for membership categories and fee structure in July 2022; new membership categories and adjusted fees for some categories will be considered for 2023.
- The treasurer completed a comparison study with peers for conference registration categories and fee structure in July 2022; registration fees for 2022 Conference in Memphis were adjusted and new registration categories and fees will be considered for 2023 Conference in Little Rock.
- The treasurer and executive committee implemented an annual fundraising campaign on December 15, 2021; the campaign raised \$3,320 in two weeks and another \$440 through September 2022 for a total of \$3,760.
- The treasurer and executive committee invested most cash reserves in long-term CDs in August 2022, creating an endowment of \$100,000 that will provide approximately \$3,500 annual revenue for funding educational programs.

2. Membership Strategy and Actions

Strategy: Recruit and retain a diverse, engaged, and active membership.

SESAH is a volunteer, member-driven organization representing architectural history and associated professions. SESAH's region encompasses 12 states: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Membership recruitment focuses on these states; however, membership is open to anyone with an interest in architectural history. SESAH currently has around 235 members in good standing with the majority in the individual membership category. Membership renewals and new memberships peak prior to the conference held each fall.

WHAT IS A MEMBERSHIP PROGRAM?

A membership program allows nonprofits to create certain benefits or privileges in exchange for charitable contributions given in the form of membership fees or dues.



Action 2.1 Develop a Diversity, Equity, and Inclusion (DEI) Plan.

SESAH currently has a strong nondiscrimination policy statement, adopted in 2019. Building on this statement, SESAH will work to develop a plan to broaden the organization's membership and to support diversity, equity, and inclusion in the field of architectural history and associated professions. SESAH will engage a DEI specialist to guide development of the plan which will:

- Recruit persons of underrepresented demographics
- Increase diversity in membership, leadership, conference speakers
- Promote racial diversity in the profession at large
- Reach out to professionals, faculty, and students of color to increase involvement
- Promote scholarship of/by underrepresented scholars and sites



Action 2.2 Enhance Membership Benefits.

Networking with professionals, students, and anyone interested in architectural history is a primary benefit of SESAHA membership. Current membership benefits will be explained in membership recruitment materials. Additionally, new benefits will be offered such as mentorships for those who are new to the field and volunteer opportunities to serve on committees and assist with conference planning.

Action 2.3 Connect State Representatives to Members.

SESAHA's state representatives are the link to members in the organization's 12 partner states. Job descriptions will be developed as well as guidelines for communicating with current members and recruiting new members.

Action 2.4 Recruit and Engage New Members.

New members will be welcomed and engaged through a variety of actions including:

- **Update Website** – The membership section on the website (“Join Us”) will include information about the benefits of membership.
- **Membership Confirmation** – The email to confirm membership will include engagement opportunities and a method for new or renewing members to identify interests and to sign up for activities.
- **Annual Conference** – New members will be engaged in a variety of ways including:
 - Registration forms will identify new members.
 - Nametags will include ribbons noting new members.
 - A new member welcome session will be scheduled.
 - New members will be recognized during the plenary session.
 - Following the conference, new members will receive messages from the state representatives thanking them for their attendance and inviting their continued engagement with SESAHA's activities.

Action 2.5 Maintain Membership Database.

The membership coordinator will continue to manage and update the membership database including:

- **Membership Database** - Renewal notices and new member confirmations will be sent; current mail and email addresses will be maintained.
- **Reports** – A regular schedule of reports will be provided to the board detailing membership from each state with information such as: new or renewing members, professional, academic or student, and non-renewals. This information will be used by state board representatives for outreach for renewals and to identify new membership sources (universities, businesses, etc.)

Action	Short-Term	Mid-Term	Long-Term	Ongoing
2.1 – Develop DEI Plan	X			
2.2 – Enhance Membership Benefits		X		
2.3 – Connect State Reps to Members				X
2.4 – Recruit & Engage New Members				X
2.5 – Maintain Membership Database				X

Membership has increased by 25% over the past four years. The most significant increases occurred in the Individual (25%), Life (42%), and Contributing (120%) membership categories. Student memberships have fluctuated from year to year but remained steady overall.

Type	2018-2019	2019-2020	2020-2021	Current
Life (\$625 one-time payment)	24	27	28	34
Contributing (\$75)	5	11	10	11
Individual (\$50)	129	182	168	160
Student (\$30)	30	12	21	30
Total	188	232	227	235

3. Education Strategy and Actions

Strategy: Support members' professional development through educational programs and activities.

Educational programs are the cornerstone of SESAH's success in recruiting and maintaining an active membership. Programs are designed to engage members at all stages of the profession including students, emerging professionals, academics, practicing architectural historians, and others engaged in associated professions. The following actions support and build on the success of SESAH's journal and conference and include new actions to further develop SESAH's program offerings.



Action 3.1 Evaluate and Monitor *Arris* Publication Process.

Arris is a peer-reviewed journal that publishes original scholarship on all aspects of the history of architecture and landscape, with particular interest in new perspectives on the American South. The annual publication is a primary benefit of SESAH membership, including access to past issues. *Arris* will continue to be published in partnership with the University of North Carolina (UNC) Press. An evaluation of the publication process will be undertaken to ensure the publication's continued excellence and to assess the budget. Evaluation will include:

- **Retain Editors** – SESAHA will retain experienced editors who can assist authors and provide a thorough review of content.
- **Determine Fixed Publication Budget** – The *Arris* editorial committee has addressed overages in previous publications. The committee will confirm a process to ensure that publication budgets are set and will monitor each issue’s budget from start up to completion.
- **Use Project MUSE** – Current and previous issues of *Arris* will be available to members through Project MUSE, an online resource for scholarly publications.
- **Ensure Transparency of Publication Process** – Clarify the process by which authors and editors submit, review, and publish manuscripts.

Action 3.2 Evaluate Annual Conference.

The annual conference is SESAHA’s flagship program, drawing new and current members for networking and educational sessions. An evaluation of the annual conference will include:

- **Ensure Speaker Diversity** – Conference planners will seek a diversity of speakers by working with local partners such as Historically Black Colleges and Universities (HBCUs), local or regional businesses including cultural resource management, architecture firms, history, nonprofits, and/or social justice organizations.
- **Develop Guidelines for Speaker Recruitment** – Following each conference, planners will record steps taken to recruit a diversity of speakers. This information will be compiled into a guidance document for future conference planners.
- **Open Keynote Address to Students and the Public** – Conference planners will work with local partners to open the keynote address to the public at no admission charge. Local partners will publicize the keynote to their constituencies to reach a broader audience.
- **Poster Session** – To engage members, particularly emerging professionals and students, consideration will be given to offering a poster session to present information of a work-in-progress, school paper, project, or internship. Consider a juried award such as a cash scholarship or complimentary conference registration.
- **Networking Session** – Students and emerging professionals will be invited to a special gathering to network with each other and with potential mentors.
- **Secure Sponsorships** – In order to compensate keynote speakers and to cover all costs while maintaining an affordable registration fee, sponsorships will be sought from universities, associated businesses (e.g., architectural firms) and history-focused organizations. Research will also be undertaken to identify and solicit foundations or government agencies that could provide sponsorships or funding.
- **Provide Guidance in Call for Papers or Poster Sessions** – The opportunity to present a paper or poster session will continue to be promoted to SESAHA members throughout

the year. A brief webinar will be recorded and posted on SESA's website reviewing the steps to submit a proposal and share examples from prior conferences. The webinar will provide guidance and encouragement for new members or those who have not previously presented at conferences to submit a proposal.

- **Promote SESA Conference Travel Grants** – SESA offers the opportunity to apply for travel grants to graduate students and emerging preservation professionals entering the field of architectural history or associated professions. Travel grants support career launches by enabling conference attendance to present a paper, network with professionals, and learn about SESA's volunteer opportunities. To increase the number of applicants, the following actions will be considered:
 - Expand travel grants currently awarded to emerging preservation professionals to include emerging scholars and rename as "Emerging Professionals Travel Grant."
 - Calculate anticipated conference expenses (lodging, travel, meals, etc.) and increase travel grant amount accordingly.
 - Work with state representatives to publicize grants through universities, preservation and history-related nonprofits, and other organizations.
 - Invite previous grant recipients to record brief testimonies about the benefits of attending the conference and post on social media, websites, newsletters, etc.
 - The session moderator will guide emerging professionals and students through the review process and offer feedback of paper outlines and drafts.
- **Revise SAH Conference Travel Grants** – SESA also offers grants for students or emerging preservation professionals to the Society of Architectural Historians (SAH) conference. To increase the number of applicants, the following actions will be considered:
 - Expand travel grants currently awarded to students and emerging preservation professionals to include emerging scholars and rename as "Graduate Students and Emerging Professionals Travel Grant."
 - Open grant eligibility to applicants outside of SESA's 12-state geographic region who are members.
 - Calculate anticipated conference expenses (lodging, travel, meals, etc.) and increase travel grant amount accordingly.
- **Create a Diversity Travel Grant Category** – New categories will be monitored over a two to three-year period to assess effectiveness including:
 - Up to five travel grants for the SESA conference and/or SAH conference will be offered for underrepresented groups in the field including race, ethnicity, gender, gender identification, sexual orientation, and socioeconomic background as well as first-generation college students. A mentor will be

assigned to each recipient who is attending the conference for the first time to assist with networking.

- Up to five travel grants for the SESAHA conference and/or SAH conference will be offered for groups with a diversity of experience who are underrepresented in the field such as non-SHPO professionals, teachers at institutions that do not support travel, undergraduate students interested in architectural history, or retired professionals who lack institutional or workplace support who could serve as mentors to new members.
- Attendees will receive follow up communications thanking them for attending the conference, requesting feedback on their conference experience, providing information on upcoming SESAHA activities, and encouraging their continued engagement.

Action 3.3 Promote Graduate Student Research Fellowships.

The Graduate Student Research Fellowship assists graduate students in architectural history or historic preservation conduct research for their thesis or dissertation. To increase the number of applicants, the following actions will be considered:

- **Award Conference Travel Grant** - Students receiving a fellowship award will automatically receive a SESAHA conference travel grant to present a research paper at a conference within three years of completing their thesis or dissertation.
- **Create a Database** - A database of history and historic preservation departments at universities in SESAHA's 12-state region will be compiled to provide information about the fellowships to graduate students. A specific area of research will be focused on Historically Black Colleges and Universities.
- **Promote Fellowships** - Previous recipients will be asked to share information about the fellowship opportunity with other students through social media and other channels as appropriate.

Action 3.4 Offer Online Programs.

Maintaining connections to members throughout the year will encourage involvement, provide additional educational opportunities, and recruit new members. Programs could also be opened to the public for a fee to reach a broader audience and as a membership recruitment tool. A regular schedule of online programs will be developed in the following formats:

- **SESAHA Programs** – A slate of programs will be developed such as author interviews, “talk with an expert” interactive webinars, member-submitted virtual tours of sites where they are working, interviews with SESAHA award winners, and others.

- **Conference Programs** – Conduct a post-conference survey to identify the most well-received sessions. Speakers from these sessions will be invited to present their papers in a virtual format.
- **Present Programs** – Relevant programs from other organizations will be scheduled. If an access fee is charged, SESA will include a donation request from viewers to cover the expense.

Action	Short-Term	Mid-Term	Long-Term	Ongoing
3.1 – Evaluate & Monitor <i>Arris</i> Process	X			
3.2 – Evaluate Annual Conference		X		
3.3 – Promote Research Fellowships				X
3.4 – Offer Online Programs			X	



4. Advocacy and Awareness Strategy and Actions

Strategy: Develop Internal and External Activities to Support the Profession of Architectural History

Advocacy and awareness of SESA's mission and programs can develop from two perspectives – *internal* and *external*. Both perspectives can focus on supporting the profession of architectural history and the appreciation and preservation of historic architecture. The following actions support existing programs and incorporate new activities to further SESA's mission and to reach a broader, more diverse audience.

Action 4.1 Develop Outreach to Cultivate Interest in Architectural History as a Career Path.

To build interest in the field of architectural history as a career path, opportunities will be developed such as:

- **Recruit Communications Manager** – A person or a team will be recruited to develop messaging for use in platforms including social media, SESA's website, newsletter, and other communications. The manager will develop communications such as a series titled "What is an architectural historian?" with brief profiles from members about their careers and why they became architectural historians.
- **Use Conference Hashtags** – A conference hashtag will be used on social media to promote attendee-generated content linked to the conference location such as #sesah2022 and a targeted local example such as #memphisarchitecture. The communications manager will report/share tagged images on other SESA social media to increase exposure.
- **Evaluation** – The communications manager will periodically evaluate the use of social media platforms and revise as needed to ensure continued exposure.



Action 4.2 Engage Members in Research Discussions.

SESAH will serve as a conduit for members to discuss their research projects and to reach out to other members for discussions and research assistance. This action will build a stronger network and provide insights into the profession to emerging professionals or students with an interest in architectural history. Members can be invited to submit brief content and photos for a “Research Corner” in the newsletter. Each issue can feature two or three submissions along with follow up content on discoveries that resulted from previous articles.

Action	Short-Term	Mid-Term	Long-Term	Ongoing
4.1 – Develop Outreach for Careers	X			
4.2 – Engage Members in Research		X		



5. Funding Strategy and Actions

Strategy: Increase Revenue to Support Programs.

SESAH is a fiscally healthy organization with no debt, balanced annual operating budgets, a \$100,000 endowment, and sufficient cash reserves to support current programming for at least two fiscal years. Annual conferences are 100 percent self-funded, and proceeds support educational programs. However, until recently revenues were limited to membership fees and conference proceeds. The following actions focus on evaluating and adjusting current revenue sources and generating new revenue streams to support expanded programming.



Action 5.1 Evaluate Membership Categories.

Membership revenues can provide a stable source of funding when renewals can be depended upon and an increase in membership can be anticipated. To ensure that SESAH's memberships fees are accessible, a comparison study of membership fees from peer organizations will be conducted to consider membership categories and fees. Based upon the study's findings, consideration will be given to revising SESAH's membership fee structure.

Action 5.2 Evaluate Conference Registration Fees.

Conference registration fees ensure the conferences are 100 percent self-supporting as well as provide additional revenue for supporting educational programs. To ensure that SESAH's conference registration fees are accessible, a comparison study of conference registration fees from peer organizations will be conducted to consider adjustments to future conference registration categories and fees. Based upon the study's findings, consideration will be given to revising SESAH's conference registration category and fee structure.

Action 5.3 Offer Opportunities for Member Donations.

Beyond paying membership fees, members will often make additional donations to organizations whose missions they strongly support. Systems for recognizing member-donors will be developed for each category. Options for donations will be considered such as:

- **Annual Fundraising Campaign** – An email solicitation to members will detail SESAH’s accomplishments and invite end-of-the-year donations.
- **Arris Donations** – A solicitation letter with return envelope or website link will invite members to make donations restricted to supporting the publication.
- **Benefactor** – Members can make an additional donation in this category when they renew their membership at any level. Members can specify how funds will be used from a list of options such as travel grants or fellowships for underrepresented groups or other programs.

Action 5.4 Identify Grant and Sponsorship Sources.

As a nonprofit organization, SESAH may qualify for grants or sponsorships to support educational programs. This opportunity will be investigated with the following steps:

- **Research Sources** - Research will be conducted to identify potential sources in SESAH’s 12-state region.
- **Prepare a Proposal Template** – As many foundations and businesses require similar information, a proposal template will be prepared to expedite proposals or applications. The template may include information such as a brief history of SESAH, annual budget – revenues and expenditures, audited financial statements or IRS 990s, a summary of programs, membership data and letters of support.
- **Application/Proposal Schedule** – A system will be developed to track applications and proposals.

Action	Short-Term	Mid-Term	Long-Term	Ongoing
5.1 – Evaluate Membership Categories	X			
5.2 – Evaluate Conference Reg Fees	X			
5.3 – Offer Donation Opportunities	X			
5.4 – Identify Grants & Sponsorships			X	

6. Mission Statement

SESAH has not formally implemented a Mission Statement. The recently revised constitution and bylaws, adopted in 2020, define the purpose of SESAH as “a regional chapter of the SAH dedicated to the promotion of scholarship on architecture and related subjects and to an interchange of ideas among architectural historians, architects, preservationists, and others involved in disciplines relating to the built environment.” The constitution also lists the programs that SESAH offers to support this purpose.

Now that the strategic planning process is complete, SESAH can create a Mission Statement that accurately reflects the organization’s mission, values, and vision.



Discussion of an appropriate Mission Statement for SESAH was initiated by members of the board in 2018. Based on that discussion and development of the SESAH Strategic Plan for 2022-2032, the planning committee drafted a simple and succinct Mission Statement:

SESAH promotes the study, interpretation, and preservation of architecture and the built environment worldwide, with a focus on the American South.

Based on this Mission Statement, the committee drafted an abbreviated version for marketing and branding purposes.

SESAH
Study, Interpret, Preserve

The Mission Statement will be used on all external publications, such as the website, social media, correspondence with members and potential donors, letterhead, conference programs, and any products that may be sold. Examples include:



7. Summary

The following table contains the strategies and action items defined in this Strategic Plan, including Membership (1), Education (2), Advocacy and Awareness (3), and Funding (4). The SESA board of directors will evaluate progress on these action items on an annual basis.

Action	Short-Term	Mid-Term	Long-Term	Ongoing
1.1 – Develop Diversity, Equity, and Inclusivity (DEI) Plan	X			
1.2 – Enhance Membership Benefits		X		
1.3 – Connect State Reps to Members				X
1.4 – Recruit & Engage New Members				X
1.5 – Maintain Membership Database				X
2.1 – Evaluate & Monitor <i>Arris</i> Process	X			
2.2 – Evaluate Annual Conference		X		
2.3 – Promote Research Fellowships				X
2.4 – Offer Online Programs			X	
3.1 – Develop Outreach for Careers	X			
3.2 – Engage Members in Research		X		
4.1 – Evaluate Membership Categories	X			
4.2 – Evaluate Conference Fees	X			
4.3 – Offer Donation Opportunities	X			
4.4 – Identify Grants & Sponsorships			X	

