

# ANSER-ARES Strategic Plan 2022-2027

## Identity Statement

ANSER-ARES seeks to realize the potential of a caring and strong Canadian nonprofit and social economy by creating accessible forums for knowledge, community engagement, and research for French and English language academics, researchers, practitioners, and students in this area.

## Vision

ANSER-ARES strives to be a leading Canadian voice and forum to maximize the benefits of a strong Canadian nonprofit and social economy for equity, diversity, inclusion and decolonization.

## Mission

The mission of ANSER-ARES is to advance education and research related to the nonprofit and social economy sector.

## Values

ANSER-ARES is guided by the following values that inform the way we act: innovation, partnership, member-centred, reconciliation, inclusion, diversity, equity, and quality.

## Strategic Directions, Goals and Objectives

Strategic Direction	Goal	Objectives
<b>Advance education and research related to the nonprofit and social economy sector.</b>	1. Increase conference attendance and improve conference experience.	<ul style="list-style-type: none"> <li>a) Hold an annual conference that features at least 60 papers or panels.</li> <li>b) Innovate to improve the conference experience for all participants.</li> <li>c) Undertake all work with DEI&amp;D lens (see below).</li> </ul>
	2. Publish a high quality, peer-reviewed journal.	<ul style="list-style-type: none"> <li>a) Ensure adequate funding for the Canadian Journal of Nonprofit and Social Economy Research.</li> <li>b) Maintain a solid working relationship with Journal’s editors in chiefs.</li> <li>c) Undertake all work with DEI&amp;D lens (see below).</li> </ul>
<b>Strengthen the association so that it is better able to fulfill its mission.</b>	3. Establish regular and ongoing communication with existing members, potential members, and allied individuals, associations, and organizations.	<ul style="list-style-type: none"> <li>a) Communicate with the ANSER-ARES community on matters related to education research, advocacy, or practice at least once per quarter.</li> <li>b) Initiate an annual stakeholder survey in fall 2022.</li> </ul>
	4. Secure SSHRC or other funding sufficient to sustain the association.	<ul style="list-style-type: none"> <li>a) Identify potential funders for the association by fall 2022.</li> <li>b) Submit proposal(s) to funder(s) as opportunities arise.</li> </ul>
	5. Continuously level up and embed Diversity, Equity, Inclusion and Decolonization principles <sup>1</sup> in all ANSER-ARES structures, core operations, processes, policies, practices and mechanisms.	<p><b>a) Leadership (Board)</b></p> <ul style="list-style-type: none"> <li>i. The board adopts a statement of commitment to DEI&amp;D, publishes it on the website and shares it with members by fall 2022.</li> <li>ii. All members of the board are trained on DEI&amp;D and advocate for DEI&amp;D. Establish an annual training session for the board by early 2023.</li> <li>iii. Develop and implement a system to collect, analyze, and report on demographic and geographic data by early 2023.</li> </ul>

<sup>1</sup> Accessibility, Diversity, Decolonization, Equity, Inherent Human Dignity, Inclusion and Inclusive Excellence. DEI&D strategic plan and the charter on Equity, Diversity, Inclusion and Decolonization in Social Sciences and Humanities.

		<ul style="list-style-type: none"> <li>iv. Develop and implement a process to actively engage and recruit diverse board and committee members in line with DEI&amp;D principles by spring 2023.</li> <li>v. Review all organizational processes, policies, practices and procedures for improvement to incorporate DEI&amp;D principles in fall 2022.</li> <li>vi. All ANSER committees incorporate and implement DEI&amp;D principles that are applicable to the work that is within the mandate of the committee (ongoing).</li> </ul> <p><b>b) Journal publication &amp; conference papers</b></p> <ul style="list-style-type: none"> <li>i. Define guidelines and targets for incorporating DEI&amp;D principles into the call for papers, research themes, submission forms, reviewing submitted papers, awards, knowledge/research dissemination channels (methods) by fall 2023.</li> <li>ii. Develop and implement a system to conduct an inventory of existing research (publication and conference papers) to understand how DEI&amp;D principles are supported and inform future decisions around research targets and themes by fall 2023.</li> </ul> <p><b>c) Outreach and engagement: Membership, partnerships and stakeholders</b></p> <ul style="list-style-type: none"> <li>i. Develop and implement a sustainable and meaningful community outreach program to actively engage and recruit under-represented communities to join ANSER-ARES as members, partners, or stakeholders by fall 2023.</li> <li>ii. Ensure that all communications and marketing materials reflect DEI&amp;D principles by fall 2023.</li> <li>iii. Develop and implement an efficient, robust and functional support system for ANSER-ARES members (community) who may experience discrimination, harassment, or barriers (i.e., accommodation, language) on basis of the protected grounds<sup>2</sup> by fall 2023.</li> <li>iv. Establish an annual assessment process and action report on ANSER-ARES culture through membership surveys to identify areas of improvement in DEI&amp;D and recommend preventive and remediation measures by spring 2023.</li> </ul>
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<sup>2</sup> <https://laws-lois.justice.gc.ca/eng/acts/h-6/section-3.html>

## Situational Analysis

<b>Internal Factors</b>	<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Leaders in thought and practice in Canada’s nonprofit and social economy sector.</li> <li>2. The board, administration systems, and the journal.</li> <li>3. Dissemination of scholarship and practices through ANSERJ.</li> <li>4. Network of members.</li> <li>5. High-quality research disseminated through conference and journal.</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. No long-term plan for what ANSER-ARES wants to have as an impact in Canadian society.</li> <li>2. Financial assets and sustainable funding not fully investigated.</li> <li>3. Articulation of membership benefits is needed to enhance the growth and maintenance of membership.</li> <li>4. Limited policy impact and voice.</li> <li>5. No or limited inclusion of Indigenous members, knowledge and frameworks.</li> <li>6. French language membership of the board and the French-speaking ANSER-ARES community needs more focus.</li> <li>7. Dual-purpose of being an “agora” (gathering for exchange and discussion) or an “agent” (active in creating change).</li> <li>8. Inadequate working and mentoring opportunities for students and early-career researchers.</li> <li>9. ANSER-ARES does not do research or have funding for research but only promotes research currently.</li> </ol>
<b>External Factors</b>	<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Encouragement of increased scholarship on Canada’s nonprofit and social economy sector through sponsoring research, endorsing post-secondary programs, and accessing federal research grants.</li> <li>2. Alliances and partnerships with organizations across the nonprofit and social economy sector.</li> <li>3. Strategic alliances or reciprocal agreements with like-minded organizations augment member benefits.</li> <li>4. Research contributes to policy development and education.</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. ANSER-ARES is in a competitive environment with other research associations and journals.</li> <li>2. Long-term financial sustainability and stagnant membership growth.</li> <li>3. Lack of administration support to the Board.</li> <li>4. Limited focus on the natural environment that social economy is embedded in.</li> <li>5. The nonprofit and social economy continue to contribute to the colonial system.</li> <li>6. Lack of financial resources to support academic research associations.</li> </ol>