

# AIMA Strategic Plan 2022-2027

## Welcome

This Strategic Plan is a timely document as the Australasian Institute for Maritime Archaeology (AIMA) has been able to resume normal programming after disruptions felt worldwide. It is sensible to take a moment and discuss where our renewed energy as an organisation should be directed. The creation of a Strategic Plan has also been instigated by member feedback asking for a transparent approach.

Our intention in drafting this plan is to clearly set out AIMA's main areas of focus, identify specific objectives and match them with measurable performance indicators. It includes tasks that AIMA has typically achieved on an annual cycle, but also aims to look beyond the day-to-day at how AIMA can share the significance of maritime cultural heritage to wider and newer audiences through education, advocacy, and collaboration.

I would like to thank Stirling Smith, Senior Vice President, for his work in drafting this plan and for overseeing the development process. I would also like to thank the rest of the Executive Committee for their early discussions and to the AIMA Council for their input.

## Vision

AIMA aims to be the peak not-for-profit association representing maritime archaeology throughout Australasia. We work to support and undertake research within the field of maritime archaeology and maritime archaeological conservation and to publish the results of this work. AIMA strongly supports the UNESCO Convention on the Protection of the Underwater Cultural Heritage 2001.

AIMA acknowledges all First Nations Peoples and recognise their continuing connection to land, sea culture and community. AIMA aims to work with First Nations People as well as local communities in the protection and management of maritime cultural heritage.

More about AIMA can be found on the [About](#) page of our website.

## Ethics

AIMA's members, including those in the Council and Executive Committee, abide by AIMA's [Code of Ethics](#) to:

- Recognise a commitment to represent archaeology and its research results to the public in a responsible manner;
- Actively support conservation of the archaeological resource base;
- Be sensitive to, and respect the legitimate concerns of, groups whose cultural histories are the subjects of archaeological investigations;
- Avoid and discourage exaggerated, misleading, or unwarranted statements about archaeological matters that might induce others to engage in unethical or illegal activity;
- Support and comply with the terms of the Australia ICOMOS Burra Charter 2013.
- Support and comply with the terms of the UNESCO 2001 Convention on the Protection of the Underwater Cultural Heritage and its best practice Annex Rules.

## Objectives

AIMA's objectives, as listed within the AIMA [Constitution](#), are:

1. to undertake scientific research in the field of maritime archaeology
2. to promote the advancement of the field of maritime archaeology;
3. to promote international co-operation in the protection, and where appropriate excavation of maritime archaeological sites, and the research and studies related to this field;
4. to co-operate with maritime archaeological associations and any other body or person having similar aims;

5. to publish periodically a journal and newsletter or such other publications as may be determined;
6. to inform and make recommendations to government and organisations of matters relating to maritime archaeology;
7. to co-operate with Australasian organisations working alongside maritime archaeology;
8. to subsidise or contribute to any institutions, organisations and scholarships agreeable to any of the objectives specified herein; and
9. to support the aims, rules and articles of the UNESCO Convention on the Protection of the Underwater Cultural Heritage and adopt the rules as the process it will use in implementing any of its activities on maritime cultural heritage.

## Strategic Plan

There are five focus areas that AIMA will address over the next five years. These areas were identified through previous working groups, conference themes, member feedback and learnings within the industry. In alphabetical order, the focus areas are:

1. Collaboration
2. Communication and transparency
3. Diversity and inclusion
4. Members
5. Outreach and education

Within each of these focus areas, AIMA has specific goals with measurable performance indicators. The table below provides a breakdown of these goals and key performance indicators along with a position or group that will be responsible for achieving this and a timeline where appropriate.

## Implementation

After each AGM, a specific person will be designated as responsible for achieving each KPI based on who holds the relevant position. For KPIs assigned to a Council or Executive Committee member, a discussion will be held for individuals within those groups to nominate a KPI(s) that they will work towards or coordinate until the next AGM. The final list of people responsible will be disseminated to all AIMA members for transparency.

The progress on these goals and KPIs will be reported and discussed between the Council and Executive Committee quarterly. The quarterly reports will be compiled into a single document (such as a spreadsheet) to track progress and an annual report will be provided at the AGM. If any goals or KPIs are not met or are not on track, they will be discussed between the person responsible, the Council and/or the Executive Committee to find a solution.

GOAL	KPI	POSITION or GROUP RESPONSIBLE	DELIVERY TIMELINE
<b>Collaboration</b>			
Collaborate with other sciences/marine industries	Support projects that involve other sciences through our Scholarship scheme, providing technical expertise and dissemination of information	Coordinated by Scholarship Committee, Council and Executive Committee	Ongoing
	Provide maritime events in National Science Week	Coordinated by Council member	August, yearly
	Support citizen science organisations, such as GIRT, through collaborative projects	Coordinated by Council member	Yearly

GOAL	KPI	POSITION or GROUP RESPONSIBLE	DELIVERY TIMELINE
Collaborate with other heritage organisations and community/state based avocational organisations	Hold two joint conferences	Conference Committee	2022-2027
	Provide maritime events in National Archaeology Week	Coordinated by Council member	May, yearly
	AIMA Council member to be represented on the National Archaeology Week committee	Council member	Yearly
	Hold two events with community/state based avocational organisations e.g. MAAWA, MAAV	Coordinated by Council member	Yearly
Collaborate with international organisations/institutions	Hold AIMA/NAS training and events	AIMA/NAS Senior Tutor	Yearly
	Maintain UNESCO NGO accreditation (to be renewed in 2024) and participate in meetings and events	Executive Committee	2024
	Sponsor a professional from Asia-Pacific region to speak at the AIMA Conference	Conference Committee	Yearly
	Hold an event with a New Zealand organisation	Coordinated by Council member or Executive Committee member	By AGM 2027
	Hold a conference, special conference, workshop or symposium in Indonesia	Coordinated by Council member or Executive Committee member	By AGM 2027
Support regional countries pursuing ratification of the UNESCO 2001 Convention and NGOs seeking to be accredited under the Convention	Coordinate with the Commonwealth and be part of discussions, providing a communication pathway to the NGOs and Secretariat for additional assistance	Coordinated by Council member or Executive Committee member	Ongoing
<b>Communication and transparency</b>			
Open communication between Executive Committee and Council	Quarterly updates between the Executive Committee and Council with an opportunity for questions, feedback and discussion. This will include an update on progress towards the Strategic Plan KPIs.	Executive Committee and Council	Quarterly
Provide regular communication to members	Arrange monthly member meetings (at least 9 months of the year) with summaries or recordings sent to members	Executive Committee member	Monthly
	Use the AIMA members email to share updates and news	Secretary	Ongoing
Support feedback and communication from members	Send out an anonymous annual survey	Secretary	Yearly

GOAL	KPI	POSITION or GROUP RESPONSIBLE	DELIVERY TIMELINE
	Provide safe opportunity at member meetings for member feedback and ideas	Executive Committee member	Monthly
Fulfil a reporting framework	AGM annual report from all Executive officers and administrative officers	Executive Committee and all administrative officers	AGM, yearly
	External financial audit every year	Treasurer	Yearly
	Review the Strategic Plan every 5 years maximum with the option for an earlier review in light of major changes e.g. Australia's ratification of the 2001 UNESCO Convention	Council	By AGM 2027
<b>Diversity and Inclusion</b> (in culture, age, gender and experience)			
Diversity and inclusion in Council and Executive Committee	Encourage at least one student in Council and one in the Executive Committee	Council member and Executive Committee member	AGM, yearly
	Encourage at least one Council member and Executive Committee member from an under-represented group	Council member and Executive Committee member	AGM, yearly
Submissions for publications, grant projects etc. by under-represented authors and groups	Encourage at least one Journal article by a student each year	Publication Editor	Yearly
	Encourage at least one Journal article by an under-represented group each year and provide support for writing in English if required	Publication Editor	Yearly
Conference and events support students and participants from under-represented groups	AIMA to sponsor at least six registrations for students and under-represented groups to the annual conference	Conference Committee	Yearly
<b>Members</b>			
Provide member benefits	Annual journal published and distributed by December	Publication Editor, editorial team and distribution team	December, yearly
	Annual conference	Conference Committee	Yearly
	Quarterly newsletter	Newsletter editor(s)	Quarterly
	Add benefits to the members portal of the AIMA website	Website Administrator	By AGM 2023
Improve member administration	Explore automated options for maintaining membership lists	Website Administrator and Secretary	By AGM 2023

GOAL	KPI	POSITION or GROUP RESPONSIBLE	DELIVERY TIMELINE
	Explore alternate options for emailing list for more efficient communication with members	Website Administrator and Secretary	By AGM 2023
	Implement a system of renewal reminders each year	Website Administrator and Secretary	June, yearly
Sell merchandise to advertise AIMA to a larger audience	Add t-shirts to the AIMA shop	Merchandise Officer	By AGM 2022
	Formally consider adding one item of merchandise to the AIMA shop each year	Merchandise Officer	Yearly
Increase membership through being active, providing quality benefits and reaching a wider audience	5% per year by AGM	Coordinated by Secretary	Yearly
Host a platform for a grey-literature library	Explore AIMA website options or other online options that will be accessible to AIMA members only	Council member or Executive Committee member with the Website Administrator	By AGM 2023
	Produce a plan for collecting grey literature and the authority to share it	Council member or Executive Committee member	By AGM 2024
	Implement the plan to host a grey-literature library	Council member or Executive Committee member	By AGM 2027
<b>Outreach and education</b>			
Provide support in maritime cultural heritage research	Give an annual scholarship(s) to research projects that meet AIMA's aims and ethics	Scholarship Committee	Yearly
Provide training in maritime cultural heritage	AIMA/NAS course review and updates to Part 1	AIMA/NAS Senior Tutor	By AGM 2023
	Provide at least four AIMA/NAS in-person courses each year	AIMA/NAS Senior Tutor	Yearly
	Develop and provide accessible online training	AIMA/NAS Senior Tutor	By AGM 2027
	Develop and provide training for overseas attendees (either in-person overseas or online)	AIMA/NAS Senior Tutor	By AGM 2027
	Consider re-designing AIMA/NAS to align with the new NAS tiers (rather than Parts 1-4)	AIMA/NAS Senior Tutor	By AGM 2027
Support community-based projects and initiatives	Support projects that align with AIMA's aims and ethics, either in response to requests or that are suggested by members. Support may be technical, logistical or funding.	Council member and Executive Committee member	Ongoing

GOAL	KPI	POSITION or GROUP RESPONSIBLE	DELIVERY TIMELINE
Be part of a collaborative major field project	Explore options for a field project that aligns with AIMA's Code of Ethics, that will involve AIMA members and AIMA/NAS students, and will collaborate with other organisations who have the capabilities and insurances	Council member or Executive Committee member	By AGM 2024
	Undertake a collaborative major field project	Council member or Executive Committee member	By AGM 2027
Journal	Annually produce and distribute the journal to libraries and organisations for public access	Publication Editor, editorial team and distribution team	Yearly
Special Publication	If an opportunity arises, produce a special publication and distribute to libraries and organisations for public access	Publication Editor, editorial team and distribution team	As arises
Conference	Facilitate non-member access to the Conference and events	Conference Committee	Yearly
Other training	Provide a freely accessible lecture, panel discussion, interview or other form of educational material each year	Coordinated by Council member	Yearly
Engage on public media platforms about Australasian UCH	Continue sharing ethical content of interest in relation to maritime archaeology across social media	Outreach Team	Ongoing
	React to new and emerging media platforms	Outreach Team	Ongoing
	Respond to requests for comment/interviews about ethical archaeological news items	Coordinated by Executive Committee member	Ongoing
Raise awareness of UCH within a wider demographic of the community i.e. divers, secondary educators, tertiary educators and marine industries	Provide two talks per year to non-typical audiences	Coordinated by Council member	Yearly
Advocate for the protection and management of maritime cultural heritage throughout Australasia	Provide expert input and/or comment in the revision of legislation reforms	Coordinated by Executive Committee member	Ongoing
	Continue to respond to all appropriate requests for expert input in the ethical management and interpretation of UCH	Coordinated by Executive Committee member	Ongoing
Continue to represent maritime archaeologists in the review of Diving Standards	Provide discussion, input and comment	Dive Committee	Ongoing

GOAL	KPI	POSITION or GROUP RESPONSIBLE	DELIVERY TIMELINE
Engage with, and support changes resulting from Australia's future ratification of the 2001 UNESCO Convention	Update our webpage to include detailed information on the Convention	Website Administrator	Prior to and after ratification
	Update AIMA/NAS courses with information	AIMA/NAS Senior Tutor	After ratification
	Accept invitations to comment on State and Commonwealth legislative changes in response to ratification	Coordinated by Executive Committee member	Ongoing