

SFCIR Strategic Plan 2017-2019

October 24, 2016

1. Vision

We envision a community where New Mexicans are knowledgeable about global economics, politics, cultures, leaders, and the “global commons,” regularly applying this knowledge for their own advancement, through cultural exchange, and as responsible global citizens.

2. Mission

The Santa Fe Council on International Relations connects New Mexico with the world by engaging and educating people to become responsible global citizens.

Definitions

- **Global citizens** are critical thinkers who seek to understand how the world works, value diversity and multiple perspectives, understand their own culture of origin, are troubled by social injustice, feel an ethical responsibility to other individuals and cultures around the globe, actively participate in the community from the local to the global, and are willing to act to make the world a more equitable and sustainable place.
- The **global commons** is a term describing the natural resources that are unownable, such as the oceans, the climate, the air, and space. These affect each of us, but, as they transcend national borders, they require collective, global attention and action. A global citizen understands the challenges of the global commons, and the well-motivated, constructive action required to address them.

3. Values

CIR recognizes and advances the following values in all of its programming. We support diverse approaches for upholding these values. CIR emphasizes:

- **nonpartisanship**, believing that a fair and objective neutrality is key to understanding global events and issues, and to effective brokering among individuals and organizations.
- **collaboration**, believing that each of us has value to add in arriving at a collective solution.
- **open dialogue and communication** as central tools in arriving at collective understandings and agreements.
- **the core values of the global citizen** in contributing to a world of gender equality, human rights, equal opportunity, sustainable economic growth, environmental stewardship, peaceful conflict resolution, and cultural and religious diversity.
- **educating the community** on these values, especially young adults, as their values

will ultimately inform tomorrow's approaches to solving global problems.

- **connecting knowledge with action**, believing that knowledge gains value when translated into action—while also recognizing the inherent value of knowledge for its own sake.
- **strength in diversity**, believing that diverse individual/institutional perspectives, beliefs and experience contribute in essential ways to our mission.
- **the power of networking and exchange** with global cultures, leaders, students, businesses, institutions, and governments.
- **exceptional hospitality** to visitors from foreign countries and cultures.

4. Strategic Priorities

In pursuit of our mission, CIR will actively explore the following three thematic priorities. For more details on how and when these priorities will unfold, see *Annex 1: SFCIR Operational Plan 2017-2019*.

4.1 Education. Over the course of this SP, we will strengthen CIR's long-standing position in educating our community on global issues. We will continue to focus on educating New Mexicans about:

- pressing, topical issues in international relations (including U.S. diplomacy, areas of conflict, and emerging issues of high importance)
- other cultures (especially through our international visitor programs);
- the values and practices of the global citizen; and
- the ways and means of connecting the global with the local.

We will also continue our long-standing work of educating foreign visitors about New Mexico and the United States, believing in the inherent value of this type of cultural exchange.

Specifically, we will:

- welcome at least 250 international leaders per year, educating them on prominent community initiatives in New Mexico, and ensuring our continued strong standing with the Department of State and the Library of Congress.
- host multiple fora that engage the Santa Fe community on global issues, with an increasing though not exclusive focus on the values and themes of the global citizen.
- ensure the highest quality of invited speakers to address our membership.
- organize and administer educational programming to serve area high school students (e.g. efforts related to the global citizen, *Academic WorldQuest*). See *Annex 3*.
- host an annual *Global Citizen Summit* to celebrate our community's globally oriented efforts through music, art, literature, essays, dance, and food. See *Annex 4* for details.

4.2 Exchange and Collaboration. We recognize that CIR's roots as a non-profit began with

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exchange, networking, and collaboration. Over the course of this SP, we will continue our longstanding membership in the World Affairs Councils of America (WACA) and Global Ties U.S.,¹ and will:

- connect international visitors with local community resources, ensuring that this exchange is increasingly of a two-way nature so that the local community benefits from the international visitors.
- expand collaborations and partnerships with like-minded organizations and businesses that align with our mission.
- increase the number and quality of international exchange opportunities available to New Mexicans.²

Specifically, we will focus on developing:

- formal partnerships as represented in official Memoranda of Understanding (e.g., with other world affairs councils in the region, local educational institutions, and local nonprofits);
- new opportunities for international leaders to contribute to Santa Fe, including visiting high schools, networking with young professionals, and participating in our talks and lectures.
- new partnerships with like-minded local, regional, national and global organizations that will help us deepen our mission. These could include financial partnerships (e.g., contributing or receiving funds to extend programming); business partnerships and sponsorships of CIR activities or events; programmatic partnerships (e.g., joint delivery of programming); and speaking partnerships (e.g., cost-sharing arrangements with another group to bring a high-profile speaker to Santa Fe);
- online information brokering, ensuring that the wider community receives globally-oriented information of high importance. This will include developing and launching robust database services to ensure we capture and disseminate information to the right audiences.
- the creation of a networked global community in Santa Fe—e.g., by hosting international student days, by matching international students with hosts, and by identifying exchange opportunities for young adults.

4.3 Community Leadership. Over the next three years, we will strengthen our profile and leadership among nonprofits, community groups, schools, funders, businesses, and local, state, and tribal governments by:

- bringing the global voice to local dialogues.
- convening high-level meetings on important issues, and regularly participating in and leading discourse related to our mission.
- using our position of leadership in the community to connect our knowledge, beliefs, and values with informed action and decision-making; and

¹ For more information on WACA and the 90+ organizations that participate as members, see <http://www.worldaffairscouncils.org/>. For more information on Global Ties U.S., see <http://www.globaltiesus.org/>

² This may, for instance, involve a direct partnership between CIR and Santa Fe Sister Cities, Global Ties U.S., and/or other exchange organizations (e.g., American Field Service Intercultural Programs USA).

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- brokering information and opportunities among individuals and institutions on issues related to our mission.

Specifically, we will:

- attend and convene high-level meetings of great relevance to our mission.
- collaborate with schools, government, and businesses in understanding and advancing the core principles and values of the global citizen.
- build capacity among students, interns, and young professionals to sharpen the skills required to compete in the global economy (e.g., skills-based workshops, educational programs, global job fairs, and events).
- create and disseminate thoughtful and well-crafted communications materials.

5. Operating Principles

CIR is committed to evaluative thinking, clear communication, and cooperation in all its endeavors.

5.1 Evaluative Thinking. As a learning organization, we routinely seek to understand, document, and review our performance in order to improve upon it. We believe that we cannot progress unless we have practices in place to assess, reflect, and learn, whether at a project level, a staff level, a Board level, or an organizational level. To that end, we will regularly develop and implement evaluation approaches and tools to ensure we capture the lessons required to refine our efforts.

Specifically, we will:

- regularly use evaluative methods to assess our events, programming, partnerships, and communications in order to better understand what we had planned, what actually happened, and the differences between the two.
- develop metrics and processes for self-evaluation and reflection—of staff, Board members, and the organization itself.

5.2 Communicating. Communications are at the heart of our mission and operations. We aspire to listen as much or more than we talk. Our communications strategy (see *Annex 2*) allows us to absorb information in order to best synthesize and disseminate it in innovative ways to various audiences. Through our active social media presence, we will share our projects, events, and speakers, and work to connect our audiences with knowledge essential to our mission.

Specifically, we will:

- develop an annual communications strategy specifying how we will use communications to advance our mission. See *Annex 2*.
- develop online platforms and tools to help us synthesize information on important global events and themes, and to then connect that information with interested individuals and organizations.

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- produce communications materials (e.g. videos, white papers, animations, policy briefs) to reach particular audiences with messages ranging from publicity to advocacy.

5.3 Collaborating and cooperating. We believe that we can only achieve our mission—and have a lasting impact in Santa Fe—by actively collaborating and cooperating with others. Partnerships, such as those we already have with WACA and Global Ties U.S., are central to our success. We will increasingly collaborate, cooperate, and partner with like-minded organizations locally, around the country and the world; with funding organizations (from local to national foundations); with businesses (e.g., as sponsors of our programs); with government agencies (local, state, tribal, federal); and with cultural institutions including Native American pueblos.

Specifically, we will:

- partner with Desert Academy in Year One of the *Global Citizen Passport Program*.
- collaborate with other organizations to ensure affordable, high-quality speakers to address our members
- collaborate with local nonprofits and businesses to host international conferences and events, including our *Global Citizen Summit*.
- increasingly partner with local pueblos to deepen our relationships and discover mutual synergies (e.g., around education, international visitors, etc.).

6. Annexes

Annex 1: SFCIR Operational Plan 2017-19

→ will be completed December 31, 2016.

Annex 2: SFCIR Communications Strategy Plan 2017-19

→ will be completed December 31, 2016.

Annex 3: The Global Citizen Passport Program

Annex 4: The Global Citizen Summit