

SFCIR Strategic Plan

2020-2022

September 23, 2019

Final

1. Vision

We envision a community in which New Mexicans, through cross-cultural exchange, engagement, and education, act as global citizens, applying a firm knowledge of global economics, politics, cultures, and leaders for the betterment of Santa Fe, New Mexico, the United States, and the globe.

2. Mission

The Santa Fe Council on International Relations connects New Mexico and the world by engaging and inspiring global citizens through dialogue, education, and cross-cultural exchange.

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.

3. Values

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

We value the **power of education** to change lives and behavior – and the world itself.

- We believe that **nonpartisanship** – a fair and objective neutrality – is central to education.
- We believe that **open dialogue and communication** are critical in arriving at collective, democratic understandings and agreements.
- We believe in the **core values of the global citizen** to help shape a world of gender equality, human rights, equal opportunity, sustainable economic growth, environmental stewardship, peaceful conflict resolution, and cultural and religious diversity.
- We believe that, no matter our stage of life, we are all **active students**, with much to contribute, and much to learn.
- We believe in educating **the next generation** as their values will ultimately inform tomorrow's approaches to solving global problems.
- We believe in **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.

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We value the **power of cross-cultural exchange**.

- We believe that a **first-hand knowledge of other cultures** translates directly into greater understandings of the complex challenges we collectively face.
- We believe that exchange can lead directly to **empathy**, a value that we believe will transform the world.
- We believe that **we have much to learn from other cultures** – and vice versa – to improve our societies.
- We believe in **networking and exchange** with global cultures, leaders, students, businesses, institutions, and governments.
- We believe in providing **exceptional hospitality** to visitors from foreign countries and cultures

We value the **power of collaboration**.

- We believe that each of us has value to add in arriving at a collective solution.
- We believe that there is great **strength in diversity**, with individual/institutional perspectives, beliefs and experiences contributing to stronger societies.

We value the **power of community**.

- We believe that, as a community organization, we are at our strongest, our most inclusive, and our very best, when we discover, encourage, amplify and act upon our collective, community voice.

LONG-RANGE GOALS

Over the period of 2019 to 2021, we will pursue the following long-term programmatic and organizational goals:

I. EDUCATION

- a. We will significantly broaden our High School education programs by engaging with more students from more schools, not only in Santa Fe but in additional Northern New Mexico communities with the goal of doubling the number of students served over that period.
- b. We will begin to bring global education programs to a select number of Middle Schools in Santa Fe with the goal of establishing meaningful programs for at least two such schools.
- c. We will maintain existing and establish new collaborations with institutions of higher learning in Central and Northern New Mexico with the purpose of providing substantive programming, tapping into expertise at those institutions, and providing intern and/or employment opportunities to members of those communities.
- d. We will continue to provide high-quality public speaking events, a major conference, citizen exchange opportunities, and other fora with the purpose of enriching our community on critical global, cross-cultural, and public policy issues.

II. EXCHANGE

- a. We will continue to strengthen our partnerships with the US Department of State (International Visitors Leadership Program) and the Library of Congress (Open World).
- b. We will actively seek out the opportunity to host and organize other visitor programs, whether sponsored by US government entities or non-governmental entities on a fee for service basis.
- c. For all exchange programs, we will actively involve our international visitors with local resources and provide opportunities to members of our community to meaningfully interact with our visitors.
- d. We will vigorously explore establishing both inbound and outbound educational opportunities for international students to come to New Mexico and for New Mexico students to travel to other countries.

III. COMMUNITY LEADERSHIP

- a. We will strengthen our profile and leadership among nonprofits, community groups, schools, funders, businesses, and local, state, and tribal governments by:
 - i. bringing the global voice to local dialogues.
 - ii. convening high-level meetings on important issues, and regularly participating in and leading discourse related to our mission.
 - iii. using our position of leadership in the community to connect our knowledge, beliefs, and values with informed action and decision-making;
 - iv. brokering information and opportunities among individuals and institutions on issues related to our mission; and
 - v. using our best efforts to become involved in an official or semi-official capacity as the City of Santa Fe's agent for global engagement

IV. STRENGTHENING OUR ORGANIZATIONAL CAPACITY

- a. In order to diversify and increase our revenue and broaden our footprint in the community, we will:
 - i. Engage professional staff with expertise in development and communications.
 - ii. As needed, engage additional full- or part-time staff for our educational programs.
 - iii. Support our staff in obtaining high quality professional education through seminars, workshops, webinars, or similar means.
 - iv. Build, improve, increase, and diversify our Board.
 - v. Train and encourage members of our board to participate actively in development, membership growth, and brand-building activities.
 - vi. Actively engage with community and service organization through membership, attendance, and speaking at sponsored events.
 - vii. Actively maintain and increase our relationships with local media

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- outlets.
- viii. Materially improve our web and social media presence.
- b. We will relocate to new space, guided by the following priorities:
 - i. At a price that we can afford;
 - ii. Located in a central part of the city;
 - iii. Adequate to house our staff;
 - iv. Adaptable space to be used to host speaking events, host special or social events, host citizen exchange opportunities, host international visitor events, convene workshops and student programs, and serve as a venue for fundraising events.
 - v. Adequate parking for the types of events listed above