



STRATEGIC PLAN 2015 – 2017

Revised January 31, 2015

Our Mission

To promote respect and understanding between the people of Utah and leaders of other nations through international professional and cultural exchanges.

Why Our Mission Is Important

International engagement and understanding is vital to global security and economic development, and fosters collaborative leadership to solve shared problems. We know that our programs serve our community and nation by:

- Countering misperceptions about the people, culture and values of others.
- Contributing to global security and peace.
- Driving business and economic vitality through international exchange.
- Positively influencing U.S. standing in the international community
- Providing opportunities for civic engagement.
- Building mutual understanding and friendship with people of other nations and cultures: enriching the human spirit.
- Caring about humanity, which is the right thing to do.

Vision

UCCD will be recognized as Utah's leading independent, nonpartisan organization dedicated to Citizen Diplomacy, distinguished by the International Visitor Leadership Program and our community outreach programs. UCCD inspires Utahns to understand global issues and cultures in an ever changing world, and to become engaged in UCCD's mission and programs.

Core Values

As members of the Utah Council for Citizen Diplomacy, we are committed to the following values:

- Respect for all people and diverse perspectives.
- Personal and social responsibility.

- Belief that the people of the world are interconnected.
 - Open and respectful dialogue.
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Background

The Utah Council for Citizen Diplomacy (UCCD) is a 501(c)(3) organization established in Utah in 1967. UCCD is a nonpartisan, grassroots, community-based organization. Formerly called the International Visitors Utah Council, in 2003 the name was changed to the Utah Council for Citizen Diplomacy to more accurately reflect its mission. Citizen diplomacy is the concept that, in a vibrant democracy, the individual citizen has the right – even the responsibility – to help shape foreign relations.

UCCD serves as a private-sector partner with the U.S. Department of State’s International Visitor Leadership Program to arrange short-term professional and cultural programs for nearly 500 emerging world leaders from over 120 different countries each year. UCCD is one of 93 community-based organizations authorized to work in this capacity through membership in Global Ties US.

In 2003, UCCD became the Utah chapter of the World Affairs Council of America (WACA). Membership in this 90 council network provides access to a host of other international themed programs including: school programs, teacher workshops, foreign policy discussions, national opinion polling, travel programs and informational materials related to foreign affairs and diplomacy.

Long-term Goals

1. Set the standard of excellence for citizen diplomacy in Utah.
2. Set the standard for excellence in programming of the International Visitor Leadership Program and be recognized as one of the top ten councils in the nation.
3. Maximize the number of IVLP visitors to Utah.
4. Maximize engagement of Utahns in accomplishing UCCD’s goals and mission.
5. Otherwise contribute to making the world a better place through citizen diplomacy.

2015 – 2017 Strategic Goals

The Board has adopted the following goals for the organization.

- **Goal #1**

Expand and enhance the International Visitor Leadership Program in Utah by maintaining the highest standards for professional and cultural programming.

- **Goal #2**

Create opportunities for our community to gain understanding of global issues through community outreach programs such as the Ambassador John Price and Marcia Price World Affairs Lecture Series.

- **Goal #3**

Expand awareness of and support for UCCD and the International Visitor Leadership Program within the Utah community through effective marketing and communications.

- **Goal #4**

Expand membership in UCCD's Volunteer Membership (free) by adding 100 new members annually, and increase the **Ambassador Club** (fee-based) to 100 by December 31, 2016.

- **Goal #5**

Cultivate and deepen long-term relationships with IVLP alumni by expanding and developing UCCD's **Friends of Utah** alumni association.

- **Goal #6**

Increase and diversify the base of funding available to support IVLP and other UCCD programs.

- **Goal #7**

Create a five-year board development and succession plan.

- **Goal #8**

Engage Board members in substantive and rewarding ways that can support staff efforts.

- **Goal #9**

Engage and partner with other national and local organizations, as appropriate to our mission and programs, to help realize President Dwight D. Eisenhower's vision for citizen diplomacy.

- **Goal #10**

Meet or exceed all Standards of Excellence as required by Global Ties US and the Utah Nonprofit Association.

The following strategies will be implemented in order to accomplish these goals:

Goal #1:

Enhance the International Visitor Leadership Program in Utah by maintaining the highest standards for professional and cultural programming.

Strategy

1. Ensure the availability of the financial resources necessary to hire, train and retain talented programming staff. This will enable to the Program Director to devote more time to (i) identifying program opportunities, (ii) promoting the UCCD and Utah to National Program Agencies and the U.S. Department of State, and (iii) developing a broader base of professional resources and programming competencies.
2. Maintain national visibility through staff participation on national Global Ties US task forces, committees, or boards.
3. Develop quality marketing materials that can be used to promote the UCCD with National Programming Agencies and U.S. Department of State.
4. Invite National Programming Officers and Department of State officials to Utah for fact finding and development purposes.
5. Strengthen relationships with Legislators to gain support and visibility on the national and local level.
6. Develop a local international exchange program involving individuals living in Utah from other countries so that their home country and new country experiences can be shared with other members of UCCD.

Goal #2:

Create opportunities for our community to gain understanding of global issues through community outreach programs such as the Ambassador John Price and Marcia Price World Affairs Lecture Series.

Strategy

1. Deepen partnership with Westminster College to increase engagement with Westminster faculty and students, and increase attendance. Work collaboratively to select speakers and topics that meet college learning goals.
2. Expand partnerships with publishing companies, local bookstores, and other councils located in key western cities to assist in attracting high profile authors on book tours as speakers.
3. Through exceptional stewardship, maintain existing underwriters of the World Affairs Lecture Series (Ambassador John Price and Marcia Price), and seek additional major/naming sponsor(s). This will enable UCCD to offer higher fees and honorariums and attract higher-profile speakers.

Goal #3:

Expand awareness of and support for UCCD and the International Visitor Leadership Program within the Utah community through effective marketing and communications.

Strategy

1. Using Board and staff expertise, complete Communications and Marketing audit, and develop effective marketing materials.
2. Work with local media to develop stories and media coverage about UCCD, international visitors, home hosting and other related activities and programs.
3. Pass out UCCD materials at all UCCD sponsors/participant events.
4. Host or facilitate new member Home Hospitality evenings.
5. Develop media visibility for UCCD special events.
6. Provide a quality brochure and presentation folder for marketing UCCD and periodically review marketing materials for effectiveness.
7. Work with local public radio station to encourage coverage of Lecture Series through interviews, collaboration on invitations, and rebroadcast of lectures.
8. Provide UCCD business cards to board members.
9. Develop presentations on UCCD and citizen diplomacy which the Executive Director and Board members can use for speaking engagements to community and civic groups.

Goal #4:

Expand membership in UCCD's Volunteer Membership (free) by 100 members annually, and increase the **Ambassador Club** (fee-based) to 100 by December 31, 2016.

Strategy

1. Encourage Board and members to recruit new members.
2. Leverage existing **Ambassador Club** model, while introducing new pilot programs (International Dining Experience, International Film Experience, Receptions, Lunches with Speakers,) etc. Evaluate effectiveness of each experience against costs.
3. Host annual Tribute to Utah's Citizen's Diplomats as a way to honor exceptional citizen diplomats, thank major sponsors, thank board members and volunteers, and introduce prospective new members to UCCD.
4. Encourage Board and members to invite friends and prospective new members to the World Affairs Lecture Series.
5. Encourage and solicit college/young professional UCCD memberships.
6. Continue to expand and update the UCCD web site as a portal for new memberships.
7. Look for other ways to engage members in UCCD and its mission.

Goal #5

Cultivate and deepen long-term relationships with IVLP alumni by expanding and developing UCCD's **Friends of Utah** alumni association.

1. Continue to recruit IVLP visitors to Utah to join Friends of Utah.
2. Create substantive reason for belonging.

3. Send quarterly newsletter in order to keep connection alive.
4. Encourage participation through sharing of stories, outcomes, photos, etc. by IVLP alumni.

Goal #6:

Increase and diversify the base of funding available to support IVLP and other UCCD programs.

Strategy

1. Energize and expand board to include individuals who can expand and develop community relationships and funding.
2. Define the role of the Development Committee as a Development Advisory Board intended to assist the Executive Director in local fund raising.
3. Expand IVLP numbers to quality for additional State Department support.
4. Expand underwriting for Lecture Series.
5. Conduct an annual fundraising drive directed to the UCCD membership.
6. Conduct Special Fund Raising Events each year (Vivaldi, Violin Program and spring fundraising event) to expand local support for UCCD programs.
7. Expand local corporate and business support for UCCD.
8. Expand local foundation support for UCCD through board participation where appropriate.
9. Work with legislature for continuing appropriation for UCCD.

Goal #7:

Create a five-year board development and succession plan.

Strategy

1. Expand the Nominating Committee and engage board members in recruitment activity.
2. Develop specific procedures and time lines for the identification and evaluation of potential board members.
3. Identify areas of board expertise needed to support the strategic plan.
4. Identify board leadership and succession.
5. Recruit board members who can advance the UCCD goals.

Goal #8:

Engage Board members in substantive and rewarding ways that can support staff efforts.

1. Full participation in a UCCD committee.
2. Recruit and vet new board members by inviting them to Home Hospitality experiences.

3. Host annual UCCD Board and staff dinner or reception at their home.
4. Assist with development of Young Professionals Network.
5. Attend professional development and board development seminars with Executive Director.
6. Attend fundraising events whenever possible; recruit other attendees.
7. Host a minimum of 1 Home Hospitality dinner annually.
8. Attend a minimum of 2 World Affairs Lectures each year, and bring a new participant to each event.
9. Using the board's expertise, assist Executive Director in meeting the Standards of Excellence. (See Goal #10).

Goal #9:

Evaluate and partner with other national and local organizations, as appropriate to our mission and programs, to help realize President Dwight D. Eisenhower's vision for citizen diplomacy.

Regarding that vision, President Eisenhower said:

- "I have long believed, as have many before me, that peaceful relations between nations requires understanding and mutual respect between individuals . . . If only people will get together, then so eventually will nations" (White House Summit on Citizen Diplomacy, September 11, 1956.)
1. Enhance and expand engagement with Westminster College, including Westminster International Student Hosting program; engagement by faculty and students in planning and attending World Affairs Lecture Series; seek ways to engage students in meetings with International Visitors.
 2. Remain open to possible collaborations with other local and national organizations as appropriate to our mission and programs.

Goal #10:

Meet all Standards of Excellence as required by Global Ties – US and the Standards of Ethics of the Utah Nonprofit Association. <https://utahnprofits.org/nonprofit-resource-center/standards-of-ethics>

1. The Board will review and approve the Global Ties – US "Standards of Excellence" and ensure that each Standard is met.
2. The Board will review and approve the Utah Nonprofits "Standards of Ethics" and ensure that each Standard is met.
- 3.

Annual Action Plans

The Executive Director, working with the Executive Committee and Committee Chairs, will propose annual action plans and time line by specifying, for each strategic initiative, activities to be undertaken in the upcoming year, the party responsible for each activity and its cost. These will be approved by the Board. Activities for the following year will be developed in light of what was accomplished in previous years, and what was learned from our assessment efforts.

A new Action Plan will be presented to the Board for review and discussion in October, and approval in November of each year.

Assessment Plan

UCCD will assess our progress in achieving each of the goals of our Strategic Plan on an annual basis. The Executive Director will prepare an Annual Assessment of plans and accomplishments for review by the Executive Committee. Following Executive Committee review, the findings will be presented in a draft of the Annual Report on accomplishments of the organization as a whole in October of each year.