

**2021-2023**

# **Strategic Plan**





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# INTRODUCTION

In 1931, when the World Affairs Council of Pittsburgh was founded, the world was in the midst of the Great Depression. The 1929 fall of the U.S. stock market triggered the longest, deepest global economic decline of the 20th century, with 25 percent of Americans unemployed.<sup>1</sup> In 2021, as the Council prepares to mark its 90th anniversary, we find ourselves again in a historic moment. The global health pandemic has caused much of the world to retreat. The coronavirus has infected nearly 30 million people and killed more than 540,000 people in the U.S. alone,<sup>2</sup> while also driving U.S. GDP and employment to rates unseen since the Great Depression.<sup>3</sup> Beyond the statistics, the dual health and economic crises have upended American life in ways that will linger far beyond this year, including in the Pittsburgh region.<sup>4</sup>

On the bookends of these moments, and in the years in between, the Council has fostered a unique forum for global learning. Our public programs have invited the community into rich discussions with distinguished speakers and leaders, as well as engaging cross-cultural exchange. Whether through a panel on U.S.-Iran relations or a Haitian cooking demonstration, in

2020 the Council continued to bring the world to Pittsburgh. Our award-winning education programs have served secondary students and educators across Western Pennsylvania, exposing young leaders to international affairs and facilitating transformative learning experiences that have molded their worldview. Through it all, the Council has focused on building knowledge, connection, and understanding to strengthen the Pittsburgh community.

Now, more than ever, the Council's role as a non-partisan, trusted convener and connector is critical. As the world changes, though, so, too, must the Council. Stepping fully into our leadership role requires that we reflect on not just where we've been but where we need to go. This is not just about a branding overhaul. It is about the core of our existence. We must ask ourselves the tough questions. For example, why has our membership declined 50% annually over the last three years? What should we make of the fact that the Pittsburgh foreign-born population has fallen from more than 25% a century ago to less than 4% today? Why do Black students make up only 6% of American students studying abroad? How does the Council contribute to or

reverse these trends? What is our responsibility in the national racial reckoning, and what should guide how we view the future of our region, our country, and our world?

As we embarked on our latest strategic planning efforts, we knew we couldn't answer these questions alone. We needed to step outside of our own networks and echo chambers and engage the Pittsburgh community and beyond. And, under new leadership, we needed to be bold and authentic in our response. In a time where our communities are wondering when things will return to normal, we have the opportunity to chart a new normal – to build on the Council's legacy and strengths, while also adapting to changing circumstances and a redefinition of the world we want to create. Answering the questions of what this desired future looks like and what we need to do to get there were at the core of our planning process. We're excited now to turn toward the hard work of making our vision a reality, working in partnership with our community to evolve Pittsburgh into a global region that is a model for the rest of the world.

1 <https://www.nytimes.com/2008/03/23/weekinreview/23duhigg.html>

2 <https://covid.cdc.gov/covid-data-tracker/#datatracker-home>

3 <https://www.forbes.com/sites/mikepatton/2020/10/12/the-impact-of-covid-19-on-us-economy-and-financial-markets/?sh=4b518d732d20>

4 <https://projects.publicsource.org/pittsburgh-covid-impacts/>

# METHODOLOGY

The purpose of this document is to articulate a vision and mission for the World Affairs Council of Pittsburgh and the goals, strategies, and tactics that the Council will prioritize over 2021 through 2023.

This work is the result of a strategic planning process facilitated by Third Plateau, a social impact strategy firm contracted by the Council beginning in Summer 2020. It reflects the collective desires and commitment of representatives of the Council's network, with the process guided by a 30-member Strategy Committee comprising select Council staff and Board members, young people, educators, business leaders, and community organizations within the Pittsburgh region.

With the Strategy Committee, Third Plateau engaged in a three-phase process. The first phase focused on understanding the Council's current state. Through primary and secondary research, Third Plateau sought to identify the Council's strengths, weaknesses, opportunities, and threats; gain insight into the needs and motivations of the Council's potential users; and understand key trends in the field of global learning and promising practices from comparable organizations.

The second phase focused on defining the Council's desired future state. Third Plateau facilitated a series of planning sessions with the Strategy Committee to use the research findings to reset the Council's vision, mission, and theory of change. The group also worked to address how to close the gap between the Council's current state and its desired future, participating in working sessions and strategy brainstorms to set three-year goals, strategies, and tactics.

The third and final phase focused on drafting and refining the plan, as well as preparing for the implementation of the plan. Key considerations included: a feasible implementation timeline, key milestones and metrics, budgetary implications, and potential risks.

In January 2021, the Board of Directors approved the Council's vision, mission, and theory of change. The Council's staff is responsible for executing on the strategies and tactics, reviewing them on at least a semi-annual basis, making adjustments as necessary, and reporting out progress to the Board.



# SPARKING BOLD THOUGHTS

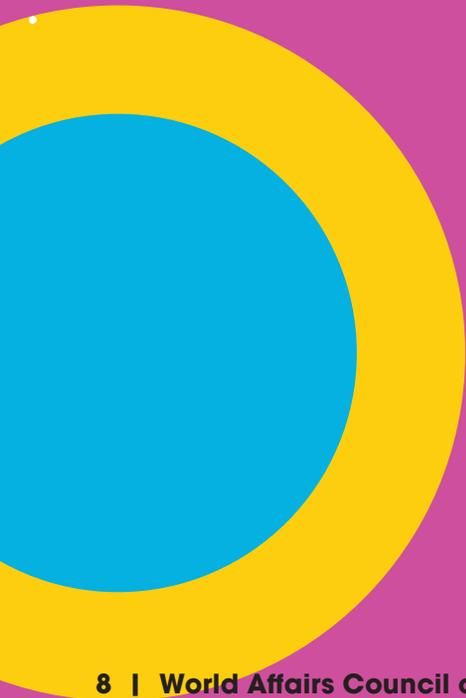
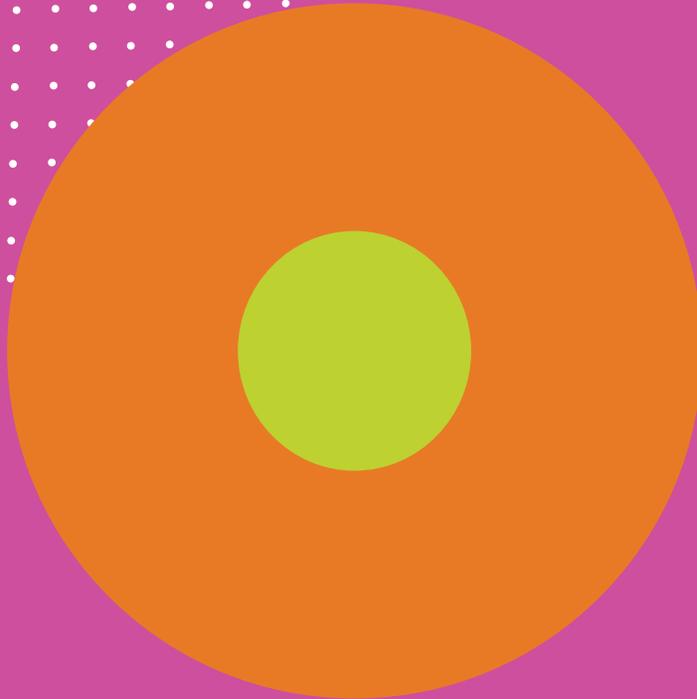


THINK OF THE WORLD AS  
COMMUNITY  
WHAT ACTION CAN  
people) take to  
STRONG INSTITUTIONS?

(IDEAS THAT APPLY TO ALL-EDGERS)  
THINK OF THE WORLD AS YOUR  
COMMUNITY  
WHAT ACTION CAN YOU (young  
people) take to promote  
PEACE, JUSTICE  
& STRONG INSTITUTIONS?

How can young people  
WORK together towards  
achieving the GLOBAL GOALS

What can youth do  
to ensure the success  
of the SDGs?



# OUR PURPOSE

**What do we mean by a globally minded and globally connected world that is equitable and just for all?**



## Mission

Convene and connect people around global issues to build a thriving, competitive, and inclusive Pittsburgh.



## Vision

A globally minded and globally connected world that is equitable and just for all.

For us, globally minded and globally connected are ways of being. In the future we are working to build, Pittsburghers see themselves as part of a global community; we are aware of the world beyond Western Pennsylvania and eager and curious to learn about it. We are cognizant of our own perspectives, cultures, and lived experiences and respectful of others'. We value and celebrate difference for the many ways it enriches our communities. At the same time, our shared humanity engenders compassion, care, and empathy for all. When we engage with others, we choose to listen actively, think critically, respond responsibly, and be open to being changed. We are compelled to take action toward a better future for everyone.

Ultimately, a community that manifests these traits will contribute to an equitable and just Pittsburgh, and, more broadly, an equitable and just world. In this Pittsburgh, everyone thrives. Our workforce and our businesses are strong because political and economic systems work for all, not just for some. Our communities allow all people to feel a sense of belonging, not just some people. Justice centers our efforts. Our unequivocal belief in our shared humanity drives our collective responsibility and holds each of us accountable to ensuring an equitable Pittsburgh is a reality, not just an aspiration.

# Guiding Principles

In pursuit of our vision and mission, we are guided by a set of core principles. These undergird our approach to the Council's work and also reflect the characteristics of the Pittsburgh of the future to which we aspire.



**We are informed by our history, but inspired by and focused on our future.**

We honor the Council's nearly 90-year legacy and are informed by its history and the history of our region, knowing that where we've been shapes where we are today. At the same time, we are not bound by history. Realizing our vision will require bold, innovative ideas and doing things differently than we have before. This excites and energizes us. We actively engage in ongoing reflection and learning, always prioritizing what most advances us toward the globally minded, just, and equitable world we aim to build.



**Diversity is a non-negotiable prerequisite for our work to be effective.**

We're stronger with a diverse set of perspectives, so we purposefully and proactively seek them out in our programs, staffing, and partnerships. We set our proverbial table with inclusivity front-of-mind. We create safe, trusted spaces, understanding that while we cannot be all things to all people, we can thoughtfully design programs that amplify the voices and leadership of young people and others who have historically been underrepresented.



**We engage as nonpartisan drivers of change.**

Our nature as a nonpartisan organization is core to our mission and value proposition, and we steward that dynamic with pride and care. Our nonpartisan nature, however, does not mean we are civically disengaged. Rather, we leverage our nonpartisan stance to find common ground, build diverse coalitions, and be active in our civic obligations. We build a tent where people from all political walks feel welcome and heard, and we work across political differences to find ways to advance our vision and mission.



**Positive and sustainable global, economic, and social outcomes are inherently interconnected.**

These are inseparable and mutually reinforcing; we only advance toward our desired future if we can make progress on all three fronts. Opportunities or challenges that frame one of these at odds with another are short-sighted; long-term and sustainable progress requires global connectedness, economic prosperity, and all people to have dignity, belonging, and the ability to thrive.

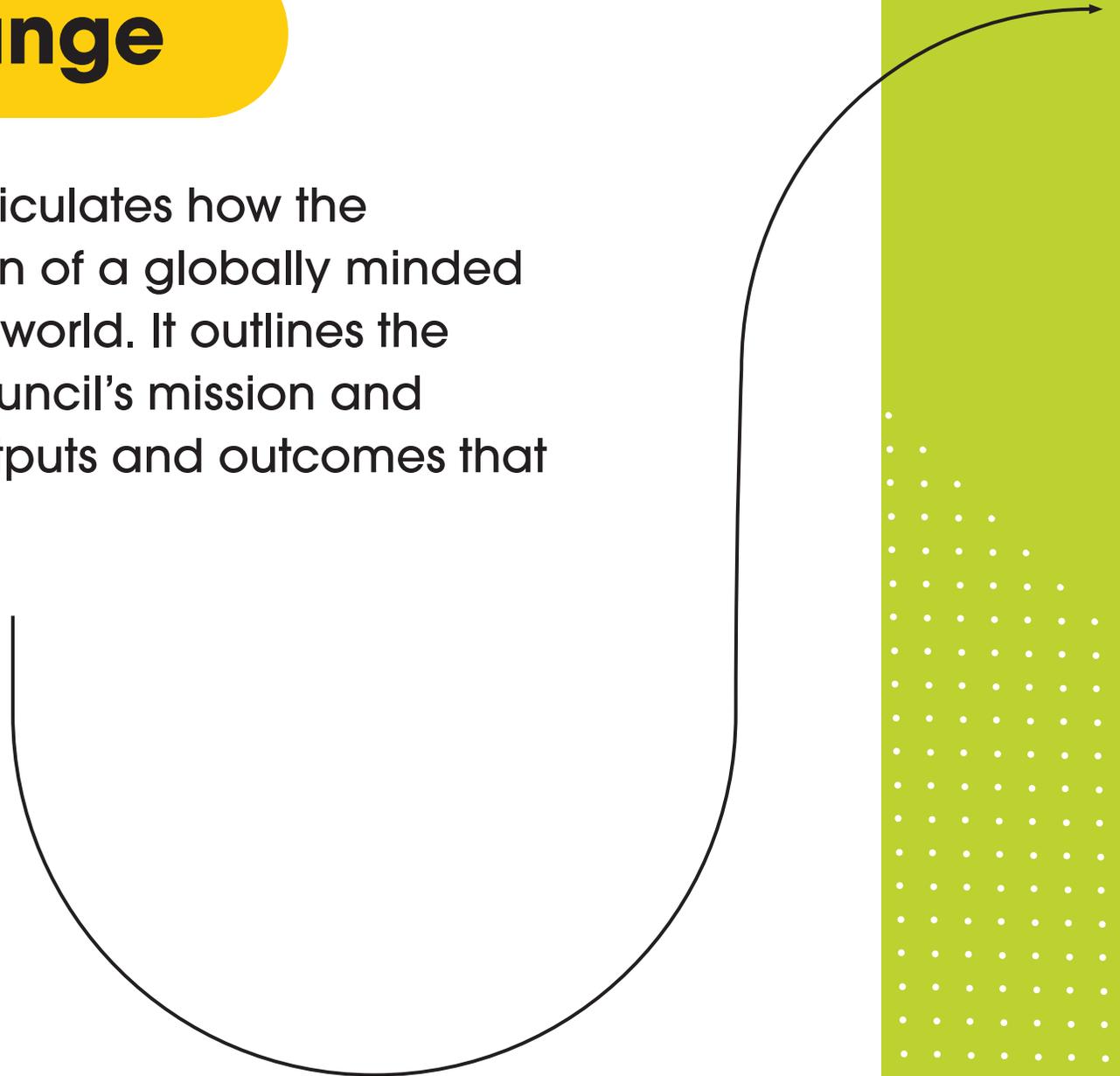


**We are part of a network—both formal and informal—that advances our work.**

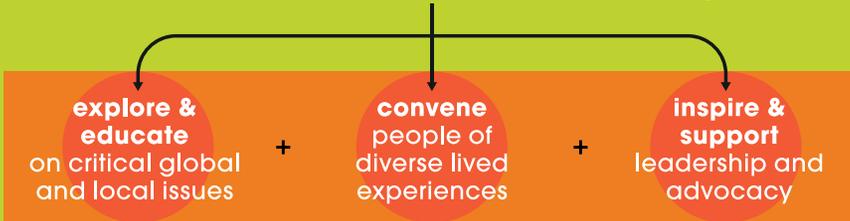
Our vision is rooted in the collective, and we cannot achieve it alone. To reach the greatest number of people in the deepest possible way, we look to our network, community partners, and business leaders to spotlight and curate their content, and to convene people around them. Where we see a void, we proactively work to help fill it.

# Theory of Change

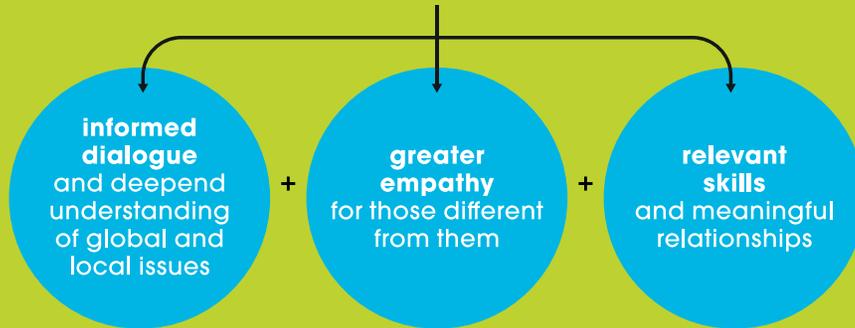
Our theory of change articulates how the Council will fulfill the vision of a globally minded and globally connected world. It outlines the logic behind how the Council's mission and activities will produce outputs and outcomes that lead to our vision.



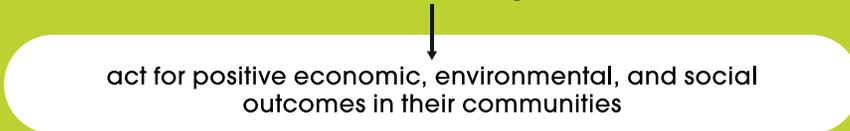
**If we work in partnership with young people, educators, business leaders, and the community at-large to...**



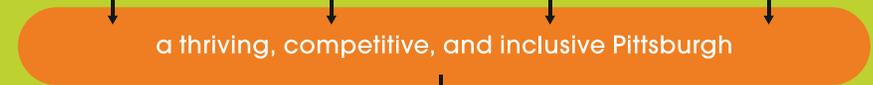
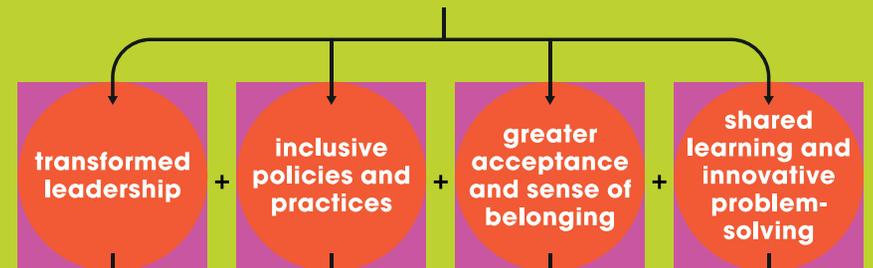
**then Pittsburghers will have...**



**and therefore Pittsburghers will...**

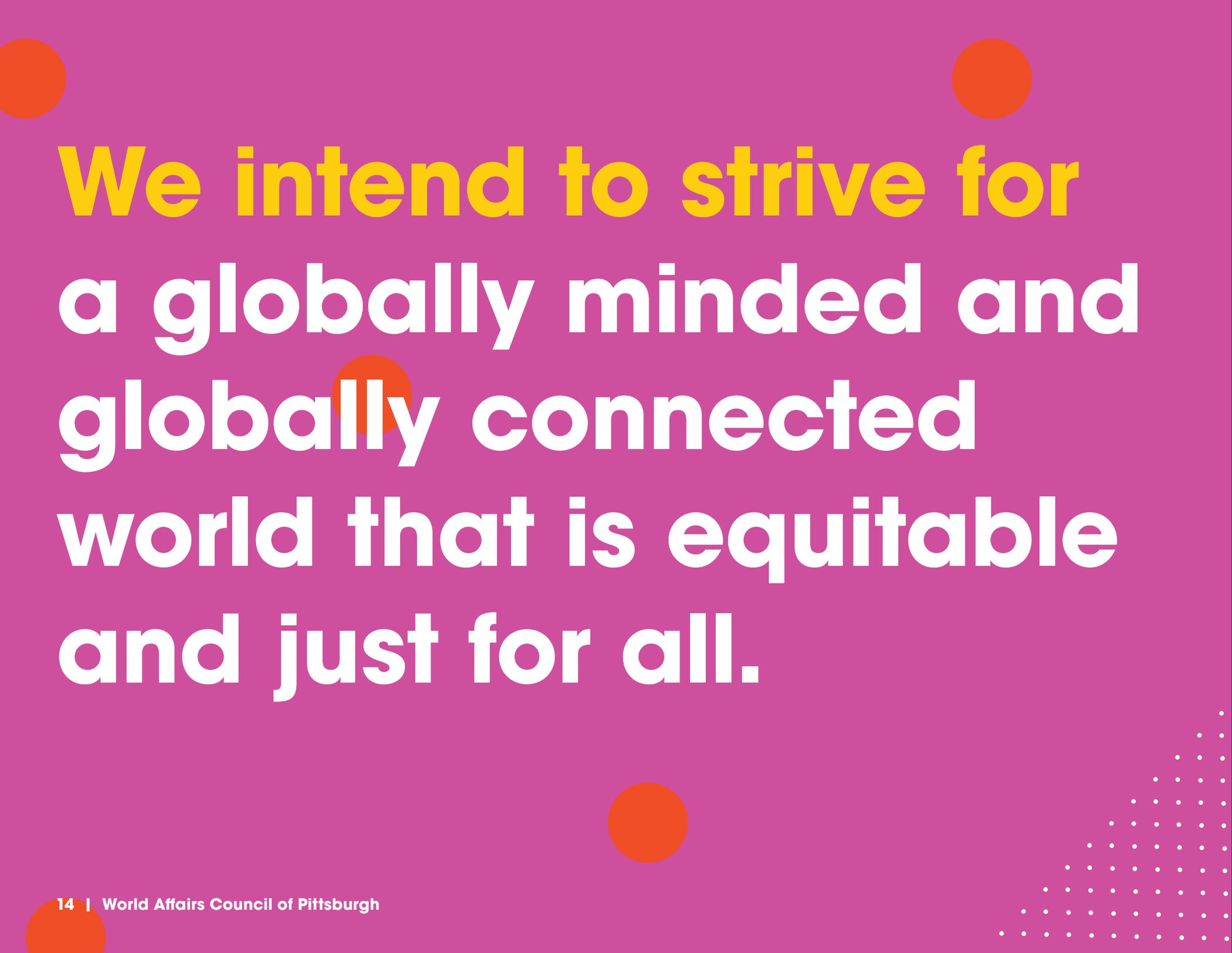


**which will result in...**



**and ultimately realize our vision of...**





**We intend to strive for  
a globally minded and  
globally connected  
world that is equitable  
and just for all.**



# 2021-2023 GOALS



## **GOAL 1**

Develop locally relevant, world-class programs that reach Pittsburghers of diverse backgrounds.

## **GOAL 2**

Become a globally recognized leader in the global learning space.

## **GOAL 3**

Ensure the Council's sustainability.

# **Our Goals**

To advance toward our vision and mission, the Council will prioritize three key goals over the next three years.

# **Strategies & Tactics**

To reach our 2021-2023 goals, we will pursue the targeted strategies and tactics detailed on the following pages. Strategies represent our main approach to achieving the goals; tactics represent the concrete, specific actions that we will take within each of the strategies.



## GOAL 1

# Develop locally relevant, world-class programs that reach Pittsburghers of diverse backgrounds.

To meaningfully progress toward a globally minded and globally connected Pittsburgh, both our public programming and our youth programming will need to reach more of the community in deeper ways. We must do two things exceptionally well: 1) deliver high-quality programs that are engaging and relevant; and 2) expand access to our programs, diversifying who we reach, particularly to include young people, immigrants, newcomers, and Black, Indigenous, and people of color (BIPOC). We must lean into our primary role as curators and connectors, elevating the expertise and lived experiences of our networks and those we aim to serve in order to foster the knowledge, mindsets, skills, and relationships critical to change.

# To accomplish Goal 1, we will...

## STRATEGY

### **1.A.** **Deliver locally relevant, accessible, and meaningful public programming on global issues.**

We will continue to host a public speaker series to encourage the active and committed participation of Pittsburghers passionate about global issues. While retaining those program elements that are attractive to our legacy members, we will integrate new content, modalities, and speakers in participatory ways.

## TACTICS

### **1.A.i.** **Develop new content that invites new audiences to our programs.**

We will develop a program calendar that supplements our traditional programming with new content that broadens previous definitions of “global issues” and demonstrates how global issues intersect with local issues of relevance to Pittsburghers. Given the movement for racial justice in our country, and our vision of a just and equitable world, we will prioritize supporting our network’s antiracist learning agenda and facilitate informed dialogue that fosters understanding and motivates action. We will both cater to specific audience segments and promote engagement across diverse audience segments.

### **1.A.ii.** **Develop new modalities that create opportunities for ongoing learning and engagement.**

We will move toward more immersive and collaborative learning experiences that allow people to dive deeply into critical issues, build lasting relationships with each other, and process and act on what they’ve learned. We will focus on in-person, online, and hybrid program formats that extend beyond a single event, such as a themed speaker series and cohort learning models.

### **1.A.iii.** **Diversify program speakers and presenters.**

We will double down on serving as a platform for amplifying the voices of people who often go unheard. Our programs will feature panelists of a diverse set of backgrounds and lived experiences, with the aim of presenting the policy and business viewpoints of underrepresented people, as well as sharing stories that build greater empathy and stimulate more innovative problem-solving by those within the communities most often left behind. We will also explore creative ways to take advantage of virtual formats as an opportunity to feature panelists from around the world, connecting our audiences across physical borders in new ways.

### **1.A.iv.** **Adopt participatory methods in our program design and delivery.**

We will move toward more actively engaging our desired audiences throughout the program design and delivery process. To do this, we will first build understanding of the key principles of participatory learning and action across our staff as well as our network. We will then work to center our programs in this approach and build community feedback loops.

## STRATEGY

### **1.B.** Deliver locally relevant, accessible, and meaningful youth programming on global issues.

Our youth programs will remain a core offering, but we will evolve them to better support a more future-ready generation of young people.

## TACTICS

### **1.B.i.** Launch an accessible, equitable, and dynamic digital platform for youth.

We will transition our online certificate program to a new online learning experience that enables students to earn micro-credentials and college credit in a fun, self-paced, and learner-centered way. We will develop and launch a micro-credential/badges platform, through which students will be able to access an expanded curriculum that blends the future-ready academic rigor of the Council's current curriculum and the socioemotional learning focus of Global Minds' current curriculum. Over time, we will also develop programs for adult allies within this platform.

### **1.B.ii.** Expand the immersive travel program.

Travel is a powerful way to build global mindedness, and we are committed to continuing to collaborate with third party study abroad programs to enable immersive, experiential learning for Pittsburgh students. We will also explore virtual and domestic experiential learning experiences that can help bridge across difference. We see our value-add as connecting the global and the local and believe we can play an important role in helping Pittsburghers to translate their immersive experience into critical local action.

### **1.B.iii.** Grow the Global Minds chapter program.

With 25 afterschool chapters actively engaging 2,600 students and over 550 community members, we are committed to expanding the Global Minds chapter program over time. Given the impact of COVID-19 restrictions on on-person programming, we will begin first by convening youth chapter leaders and teacher advisors to assess their needs, offer technical assistance in delivering the Global Minds curriculum virtually, and help develop plans to rebuild in-person programming once public health guidelines allow. Once urgent issues are addressed, we will shift our focus to planning for growth to new schools, revisiting specific annual targets based on on-the-ground realities. We will refine chapter membership criteria, host informational sessions, and launch an application process to invite and support participation from new schools.

### **1.B.iv.** Evolve youth programming summit and seminar offerings.

We will better align the summits and seminars we offer to students and teachers. We will articulate the intended outcomes of existing programs, seek out opportunities to merge them, and develop a focused youth program calendar. This will include a review of Global Minds' local conferences and annual Camp Global Minds alongside the Council's summits and teacher institutes, as well as a consideration of what programs will most effectively advance the critical levers of our theory of change.

## STRATEGY

### **1.C.** **Increase access to global learning for young people and underrepresented groups.**

As national data and our own experience indicate that underrepresented young people typically have limited access to global learning, we will take steps to proactively diversify the audiences we reach.

## TACTICS

### **1.C.i.** **Identify priority schools and programs for targeted outreach.**

We will identify a set of schools and programs to prioritize in our outreach, with the intent of attracting students of diverse backgrounds to participate in Council programs. We will begin first with the schools where there are existing Global Minds chapters then seek out additional schools. Schools' demographic composition will be our primary selection criteria (specifically, race, socioeconomic status, and ESL status), though we will also consider factors such as the demonstrated leadership commitment of adult allies.

### **1.C.ii.** **Develop and implement a targeted outreach strategy.**

To grow our visibility in identified priority schools and programs, we need to optimize our on-site engagement. We will explore a coordinator model, with Council staff serving as liaisons to assigned schools and programs, as well as a youth ambassador model. The latter could involve engaging our Youth Board and Fellows to serve as Council champions in assigned schools and programs or engaging a part-time Youth Fellow focused on student outreach and engagement. We will convene these groups to develop strategies to reach more diverse students and support aligned recruitment efforts. We will also work to reflect youth voices and experiences in our broader outreach, marketing, and programming.

### **1.C.iii.** **Foster community among educators committed to global learning.**

On an ongoing basis, we will equip educators with the tools to integrate global learning into their teaching and generate student interest in the Council's programs. We will facilitate resource sharing and peer support on global learning through, for example, educator meet-ups, in partnership with existing groups such as the All for All Coalition's ESL teacher professional 12 learning community. Recognizing that educators already have full workloads, we are committed to adding value to their existing teaching and professional development obligations. We will intentionally connect our resources to state and local education requirements (e.g., student portfolios); consider potential incentives for those working in underresourced schools (e.g., Act 48 credit, free event registration, mini grants); and pursue opportunities to highlight the relevance of global learning in social studies curricula.

### **1.C.iv.** **Deepen partnerships with community organizations and pursue joint programming.**

Numerous community organizations are already reaching the underrepresented populations we aim to serve and meeting families' needs through out-of-school services such as extracurricular afterschool and weekend programs. In addition to targeted cross-promotional efforts, we will explore opportunities for joint programming, providing supplemental content that advances our mutual interests and engages the community in global learning in ways that minimize their barriers to participation. We will also consider joint fundraising and shared services where appropriate.

# GOAL 1

STRATEGY	TACTIC	2021 - Q2	2021 - Q3	2021 - Q4	2021	2022	2023
<b>GOAL 1: Grow and diversify locally relevant, world-class programming on global and local issues.</b>							
<b>1.a. Deliver locally relevant, accessible, and meaningful public programming on global issues.</b>	1.a.i. Develop new content that invites new audiences to our programs.	X			X		
	1.a.ii. Develop new modalities that create opportunities for ongoing learning and engagement.	X			X		
	1.a.iii. Diversify program speakers and presenters.	X			X		
	1.a.iv. Adopt participatory methods in our program design and delivery.	X			X		
<b>1.b. Deliver locally relevant, accessible, and meaningful youth programming on global issues.</b>	1.b.i. Evolve the digital youth certification program.	X	X	X	X	X	X
	1.b.ii. Evolve the immersive travel program.		X	X	X	X	X
	1.b.iii. Evolve Global Minds chapter program.	X	X	X	X	X	X
	1.b.iv. Evolve summit and seminar offerings for students and teachers.	X			X		
<b>1.c. Increase access to global learning for young people and underrepresented groups.</b>	1.c.i. Identify priority schools and programs for targeted outreach.	X	X	X	X		
	1.c.ii. Develop and implement a targeted outreach strategy.		X	X	X	X	X
	1.c.iii. Foster community among educators committed to global learning.			X	X	X	X
	1.c.iv. Deepen partnerships with community organizations and pursue joint programming.		X	X	X	X	X

World Affairs Council  
of Pittsburgh

HISTORY CENTER

Dr. J...

GRANT ERVIN

EMERSON KEVIN McDO...





## GOAL 2

# Become a globally recognized leader in the global learning space.

It will take all of us to build a thriving, competitive, and inclusive Pittsburgh. Our region's leadership – within communities, higher education institutions, nonprofits, philanthropy, and the public sector – together shape Pittsburgh's global learning landscape, and we're inspired by efforts to date. Given the boldness of what we are setting out to achieve, there remains a critical coordination role as well as important gaps to fill. The Council's value-add first and foremost is as a champion, curator, and connector, and we will work to uplift the important work of the community. Where there is demand, we will also act as a content generator, innovator, and activator. We see in these roles an opportunity to showcase the Council's approach to authentic youth and community leadership, elevate global learning as a regional priority, and put Pittsburgh in the spotlight as a global region.

# To accomplish Goal 2, we will...

## STRATEGY

### 2.A. Champion global mindedness and global connection.

We will align our staff, Board, and network on what it means to be globally minded and globally connected and why it is imperative to the region's economic advancement and a Pittsburgh that is thriving, competitive, and inclusive.

## TACTICS

### 2.A.i. Define global mindedness and connection and build understanding of their importance and relevance to Pittsburgh.

To bring global mindedness and connection to life for our communities, we will collect and share stories that exemplify the intersections between the global and local and the ways in which global learning makes our people, our businesses, and our region stronger. This will involve interrogating traditional notions of global learning and pushing for expanded definitions and approaches that are inclusive of underrepresented communities, including young people.

### 2.A.ii. Amplify global learning in important regional conversations.

Where the Council's position and access give us a seat at the table in important conversations about the growth and future of Pittsburgh, we will advocate for global learning. We will seek out opportunities to contribute to the broader conversation by asserting the Council and its network as global learning leaders. We will also prioritize efforts to elevate the importance of civics education and advocate for its primacy within school and program curricula. Tactics may include publishing thought pieces (e.g., newsletters, blogs, and op-eds) on global mindedness and global connection, presenting at industry and regional conferences, and hosting community roundtables and other events.

### 2.A.iii. Develop a policy and process for publishing public statements.

So that we speak up when we are called to, we will articulate a policy and process for developing and publishing public statements. In doing this, we will lean into our role as nonpartisan drivers of change.

### 2.A.iv. Contribute to a shared assessment of the current state of global mindedness and global connection in Pittsburgh.

Rooted in the definitions the Council sets for global mindedness and global connection, we will work to align the region on the current state of global learning in Pittsburgh. First, we will engage the business community around how to integrate relevant global insights and practices into their companies. This might include training sessions in collaboration with existing programs or workplace challenges that would certify businesses as global leaders (akin to LEED certification for sustainable buildings). Second, we will revisit partnerships with universities and research institutions, exploring opportunities to help schools, businesses, and other institutions understand and evolve their organization's global mindedness.

# STRATEGY

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**2.B.**  
**Establish the Council as a premier convener and resource on global learning.**

The Council will be a central hub for global learning, networking the Pittsburgh region and broader global community and actively advancing regional initiatives.

# TACTICS

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**2.B.i.**  
**Host global learning summits.**

In addition to year-round programming that connects Pittsburghers on global issues, each year we will host one to two summits to focus our community’s attention on global learning. We will convene community members, business leaders, youth, and educators for shared learning and connection and prioritize opportunities to collaborate with existing programs in the Pittsburgh ecosystem and beyond.

**2.B.ii.**  
**Advance the Global Learning Coalition Action Plan.**

The Council will serve as an active member of The Global Switchboard-led Global Learning Coalition. In this role, Council leadership will contribute toward advancing the Coalition’s action plan, including through committee participation to “encourage more equitable participation in global learning opportunities by providing information, reason, and resources.” The Council also commits to sharing data and stories that will support the Coalition’s overall objectives to ensure all Pittsburghers can access global learning opportunities.

**2.B.ii.**  
**Nurture the Council’s network.**

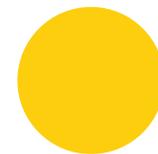
The Council will proactively grow and deepen its network, tapping into the relationships of staff, Board members, and community partners. We will seek out opportunities for mutual learning, collaboration, and capacity-building, particularly mindful of ways to efficiently mobilize collective resources toward shared aims.



# 2021-2023 GOALS



STRATEGY	TACTIC	2021 - Q2	2021 - Q3	2021 - Q4	2021	2022	2023
<b>GOAL 2: Become a globally recognized leader in the global learning space.</b>							
2.a. Champion global mindedness and global connection.	2.a.i. Define global mindedness and connection and build understanding of their importance and relevance to Pittsburgh.	X	X	X	X	X	X
	2.a.ii. Amplify global learning in important regional conversations.				X	X	X
	2.a.iii. Develop a policy and process for publishing public statements.		X	X	X	X	
	2.a.iv. Contribute to a shared assessment of the current state of global mindedness and global connection in Pittsburgh.			X	X	X	X
2.b. Establish the Council as a premier convener and resource on global learning.	2.b.i. Host global learning summits.	X	X		X	X	X
	2.b.ii. Advance the Global Learning Coalition Action Plan		X	X	X	X	X
	2.b.iii. Nurture the Council's network		X	X	X	X	X





**GOAL 2**







## GOAL 3



# Ensure the Council's sustainability.

To position the Council for sustained long-term success, we must fortify our organizational infrastructure. This will take strengthening our finances, talent management, and operational capacity in alignment with the Council's mission and priorities.

# To accomplish Goal 3, we will...

## STRATEGY

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### 3.A. Expand and reinforce our revenue streams.

We will pursue multiple avenues to ensure we have the funds to effectively execute our programs and operations.

## TACTICS

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### 3.A.i. Execute a comprehensive development plan.

We will execute on our FY21 development plan developed in consultation with Thread Strategies. The plan identifies fundraising targets, as well as strategies focused on revenue diversification, donor cultivation and stewardship, and the structures, systems, and core messages for effective fundraising.

### 3.A.ii. Amplify Board members' roles as Council champions and fundraisers.

To compel Board members to lend their time, networks, and resources in ensuring the Council maximizes its financial support, we will set and reinforce expectations and policies related to Board giving, event promotion and engagement, training, etc. We will reactivate the Development Committee, aiming to engage more of the Board in ongoing fundraising efforts.

### 3.A.iii. Replace the membership program with a monthly giving program.

We will phase out the Council's membership program and instead build toward a monthly giving program that generates steady revenue. In 2021, we will suspend membership recruitment and work to convert current members to sustained donors. We will also pursue new recurring donors and, starting in 2022, execute an annual two-week appeal focused solely on building this donor base.

## STRATEGY

### 3.B. Equip our people to lead.

Our people are our greatest asset and we will build the supports and systems to position them for success.

## TACTICS

### 3.B.i. Strengthen internal communications, processes, and systems.

We will implement regular, clear team communication channels and processes, streamline our decision-making process, and ensure our internal systems enable staff to be their full selves and deliver their best work. The latter will include an audit of our policies and processes (e.g., parental leave, promotions, compensation, etc.) to ensure they are inclusive and equitable, as well as socializing our newly developed core values.

### 3.B.ii. Create data-driven staff performance evaluations and development plans.

We will assess and update existing annual performance evaluation forms and processes to make sure they are aligned with the Council's new organizational structure and core values. This will include identifying key metrics to assess staff's effectiveness on the job as well as identifying opportunities for the Council to support staff growth.

### 3.B.iii. Invest in staff professional development.

We will pursue professional development for our team, prioritizing the areas of racial equity and inclusion, youth leadership, and the additional areas of need identified in our performance evaluation process. Our learning will be action-oriented, with a focus on translating learning into daily practice.

### 3.B.iv. Invest in Board development and diversify Board membership.

As Board members complete their terms, we will recruit new members who fill existing knowledge, network, or representation gaps (e.g., in race, age, 16 and sector/skill). We will also provide ongoing training to the full Board, including in the areas of racial equity and inclusion and youth leadership.

## STRATEGY

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### **3.C. Elevate youth voice and youth leadership.**

We are committed to amplifying the next generation of leaders and will center young people across our initiatives.

## TACTICS

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### **3.C.i. Integrate Global Minds.**

Merging the best of the Council and Global Minds, we will be intentional about blending our organizations while also retaining the critical value-add of each organization's identity. Programmatically, we will pursue the evolutions outlined in Strategy 1b, which build upon the strength of the Council's academic curriculum and Global Minds' social emotional curriculum. We will continue to focus on cultivating relationships and networks carried over from Global Minds and adopting effective internal processes and systems.

### **3.C.ii. Support a Youth Advisory Board.**

Having recently built a Youth Advisory Board, we will draw on their perspectives to guide and inform the Council's strategy, programs, and operations. In addition to finalizing Board bylaws, we will formalize processes to elevate the Youth Advisory Board's voice and leadership into our decision-making, planning, and implementation.

### **3.C.iii. Evolve the Youth Fellowship program.**

Having newly integrated the Global Minds Youth Fellowship program into the Council, we will assess the extent to which the program is both bringing young people's voice into the Council's day-to-day operations and fostering the leadership and career development of our region's high school students. As needed, we will continue to evolve the program to best meet these objectives, considering, for instance, mentorship opportunities.



## **STRATEGY**

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### **3.D. Strengthen marketing, branding, and external communications.**

Because our effectiveness relies on the strength of our community, we will proactively bring others into our efforts.

## **TACTICS**

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### **3.D.i. Refresh our marketing, branding, and external communications.**

We will leverage external communications to regularly promote our brand and advance our mission. With the guidance of a branding and marketing consultant, we will anchor our messages in clear value propositions for each audience segment, weaving these into the Council's existing newsletter, social media presence, and other external materials. We will factor accessibility considerations (e.g., language translation) into the dissemination of our materials, prioritize inclusion, and seek the guidance of our Youth Advisory Board.

### **3.D.ii. Reintroduce the Council to the Pittsburgh community.**

With a renewed vision, mission, and goals for the coming three years, along with a refreshed brand, we will reintroduce the Council to the Pittsburgh community through a targeted reset campaign that will begin in Spring 2021 and culminate in our 90th anniversary celebration in Fall 2021. We will feature the merger with Global Minds and prioritize a range of events through which we can engage deeply with our audiences (in-person when possible and safe, virtually otherwise), such as info sessions, town halls, meet and greets, virtual coffees, and more (e.g., a "90 meet-ups in 90 years" or "birthday bash" anniversary event).



## STRATEGY

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### **3.E.** **Monitor and measure the Council's impact.**

Given our focus on outcomes, we will build the systems and culture necessary to become a data-driven organization.

## TACTICS

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### **3.E.i.** **Develop a learning agenda, with an accompanying metrics framework and data collection plan.**

We will align on the key questions we want to be able to answer about the Council's impact and/or the broader field of global learning. We will be particularly mindful of opportunities to evaluate our new or modified programs, such as the micro-credential program. We will then develop an accompanying metrics framework and data collection plan that identifies the data we will need to collect to answer these key questions and the data collection methods we will use.

### **3.E.ii.** **Collect, analyze, review, and share data.**

We will execute on our data collection plan and gather the information we need to pursue our learning agenda. We will then analyze and review the data we collect to begin to answer our key questions. As appropriate, we will share key insights with our network and the public.

### **3.E.iii.** **Build a data-driven culture.**

We will establish processes that integrate data-driven reflection into our strategic and operational decision-making. This may include regular staff data review sessions as well as annual Board/Youth Board or public reporting of our outputs and outcomes.



STRATEGY	TACTIC	2021 - Q2	2021 - Q3	2021 - Q4	2021	2022	2023
<b>GOAL 3: Ensure the Council's sustainability.</b>							
<b>3.a. Expand and reinforce our revenue streams.</b>	3.a.i. Build and execute a comprehensive development plan.	X	X	X	X	X	X
	3.a.ii. Amplify Board members' roles as Council champions and fundraisers.	X	X	X	X	X	
	3.a.iii. Replace the membership program with a monthly giving program.		X	X	X	X	X
<b>3.b. Equip our people to lead.</b>	3.b.i. Strengthen internal communications, processes, and systems.	X	X	X	X	X	X
	3.b.ii. Create data-driven staff performance evaluations and development plans.		X	X	X	X	
	3.b.iii. Invest in staff professional development.		X	X	X	X	X
	3.b.iv. Invest in Board development and diversify Board membership.	X	X	X	X	X	X
<b>3.c. Elevate youth voice and youth leadership.</b>	3.c.i. Integrate Global Minds.	X	X	X	X	X	X
	3.c.ii. Support a Youth Advisory Board.	X	X	X	X		
	3.c.iii. Evolve the Youth Fellowship program.	X	X	X	X		
<b>3.d. Strengthen marketing, branding, and external communications.</b>	3.d.i. Refresh our marketing, branding, and external communications.	X	X	X	X	X	X
	3.d.ii. Reintroduce the Council to the Pittsburgh community.	X	X	X	X		
<b>3.e. Monitor and measure the Council's impact.</b>	3.e.i. Develop a learning agenda, with an accompanying metrics framework and data collection plan.			X	X		
	3.e.ii. Collect, analyze, review, and share data.				X	X	X
	3.e.iii. Build a data-driven culture.					X	X

