



STRATEGIC PRIORITIES

2024-2026

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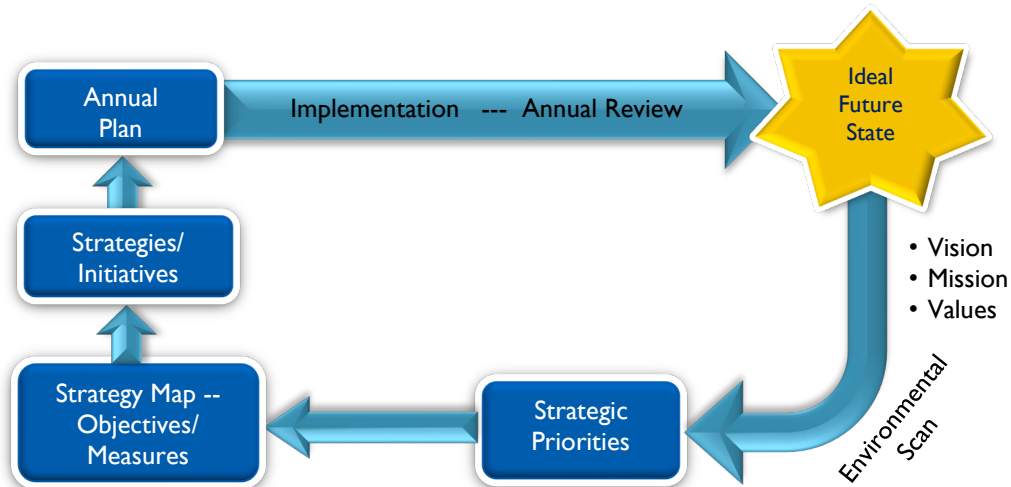
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Saskatchewan Council for International Cooperation Strategic Plan 2024-2026

BACKGROUND:

The Saskatchewan Council for International Cooperation (SCIC) has a solid strategic plan that has been in place since 2019. The plan continues to provide a solid basis upon which to build future forward planning and remains the foundation and bones of this new plan. SCIC has chosen to build a new plan beginning with the desired future state laid out in the current strategic plan. The first step of the process, laid out here, is to determine what the strategic priorities are for the organization. Future work, largely the responsibility of organization staff, will be to flesh out objectives and strategies/initiatives that respond to the priorities.

The graphic below, adapted from the Haines Centre for Strategic Management, outlines the approach used to strategic planning by SCIC. The previous work forms the Ideal Future State. The current process undertook a new analysis of the Current State (including the results of a significant stakeholder survey which can be found in Appendix 2) and narrowed in on three strategic priorities.



The role of strategic planning was understood as the effort to identify and implement changes or improvements that would allow SCIC to come closer to achieving its desired future state. The work of strategic planning, therefore, is to examine the organization’s current state and identify priorities for change/improvement that will advance the organization to its ideal state. The process repeats itself over time to build on past developments and see the organization grow and succeed.



Key terms used in this process are defined in Appendix #1.

IDEAL FUTURE STATE

Vision

We want to live in a province of engaged global citizens, where equality, peace, and justice are the motivating principles pushing Saskatchewan toward an equitable societal shift.

Indicators for Change

- New emerging ways of working, training, financing, and economic growth. e.g. crowd source funding, online skill sharing, and micro financing
- Social technologies are empowering borderless social movements and bold new interventions. And also, increasing visibility of divisions, harmful misunderstandings and tensions between groups
- Sustained funding challenges - we need to think differently about what we do and how we do it
- Distrust of institutions, facts and experts is negatively impacting development sector legitimacy, relevancy and public trust
- Recognition and increased active participation of previously excluded groups such as, women, youth and indigenous peoples are increasing in global issues

Mission

The Saskatchewan Council for International Cooperation builds momentum towards a just, equitable, and sustainable world by enhancing the capacity of its members, education and inspiring the public to take action, and creating connections among those we serve.

Our Unique Contribution

SCIC is a collective provincial voice for international development, global and local cooperation.

- We amplify the voice of our members within the public sphere
- We act as a trusted convener of conversations and engaged learning pertaining to social and environmental justice issues
- We maintain active interaction with the federal and provincial government on behalf of the sector
- We strive to boost capacity and collaboration of our members to strengthen solidarity and collective action
- We strive to engage members of the public with member initiatives and our collective goals

Values

- Integrity through transparency and accountability
- Unity in diversity through dialogue and collaboration



Strategic Priorities 2024-26

- Family as the foundation for individual, social, economic and community development
- Professionalism and hard work toward shared goals
- Inclusion through human rights values, i.e., equality of human dignity, worth, opportunity, and respect of diversity

CURRENT STATE ANALYSIS

In a virtual session with an interactive whiteboard, participants were asked to independently identify the highlights, themes and most important content in response to the following questions:

- Consider your existing strategic plan...
 - o What progress has been made?
 - o What have you achieved?
 - What contributed to this achievement?
 - o What remains to be done?
 - What is getting in the way of success?
- What is happening inside your organization (staffing, funding, capacity, board strength, etc.)?
 - o What are the strengths?
 - o What are the weaknesses?
 - o What factors are enabling or interfering with your success as an organization?
- What is happening in the external environment within which SCIC works (e.g. political environment, social and demographic trends, etc.)?
 - o What are the opportunities?
 - o What are the threats?
- What are your stakeholders saying?
 - o What is important to them?
 - o What do they value in SCIC that you need to preserve?
 - o What improvements would they like to see?
 - o What suggestions do they have for you?
- What does your history tell you?

Once all the questions were answered, participants were invited to go back and select no more than five response that they would consider the most important for SCIC to pay attention to going forward. These responses were marked in some way. A full representation of responses is provided in Appendix 3.

STRATEGIC PRIORITIES

Participants were invited to review the current state analysis, particularly those items that had the most marks (and were, therefore, collectively considered most important to consider going forward). Using the current state as the key input, participants were each invited to draft three to four priorities independently. These were placed on sticky notes on a virtual white board and themed and sorted. Ultimately, three priorities were developed. The full content and background forming each of the priorities can be found in Appendix 4. The strategic priorities were:

- **Revenue diversification and financial sustainability**
- **Membership and service diversification, particularly outside of Regina and Saskatoon**
- **Brand and awareness enhancement of SCIC, its role and its services**

In addition to the strategic priorities, two other themes emerged, the details of which are also available in Appendix 4.

- If we had more money – represents areas of service and program growth, enhancement and development that, without additional resources, could not be addressed. Much of the input for this theme is derived from the stakeholder survey.
- Core Business – represents areas, also identified in the stakeholder survey, that were important to participants and stakeholders and should be continued at all costs. These were noted, but as the strategic plan is intended to address needed changes or improvements, were pulled out of the strategic priorities.

NEXT STEPS

Strategic planning typically moves from priorities to more actionable elements such as objectives (the description of specific changes) or initiatives (the actual work you will undertake in response to the initiatives). The board of directors of SCIC has delegated this work to the staff but would like to continue to be involved in understanding how the staff interprets the priorities and is advancing them. It may make sense to further document these new elements in a broader strategic plan document.

APPENDIX #I – Definitions

- **Strategy:** Strategy is an organization’s approach to improvement or change. Strategy occurs on top of “business as usual”. Strategy assumes:
 - Business as usual (BAU) is clearly defined and understood
 - There is capacity in the organization to undertake change or improvement
- **Strategic Planning:** In mature organizations, strategic planning generally focuses on the development of “strategy”. Where “business as usual” is less clearly defined, strategic planning can also help clarify the broader general outcomes of the organization to which the BAU responds
- **Vision:** A statement that is high level and inspirational. It describes what will be different because the organization exists. It is written in the present tense but describes a visionary future state. It typically covers a 20 to 25 year horizon at minimum.
- **Mission:** A non-profit or public sector organization is generally not the only contributor to the Vision. The mission describes the specific role or contribution the organization makes to the Vision. It describes mandate, purpose, or scope.
- **Values:** Values articulate any value-based guidelines that might be placed on the achievement of an organization’s Vision and Mission. Values tend to be about the behaviors an organization seeks to promote or discourage in the achievement of its Vision and Mission.
- **Strategic Priorities:** Strategic priorities are statements that breakdown the Vision into themes generally achievable within the parameters of the Mission. They are focused on stakeholder/community results and answer the question, “What does success look like?” Strategic priorities establish the framework for the plan. Similar to a Vision, they are written in the present tense, but they describe a more concrete future state (usually a shorter time horizon – 5 to 10 years).

Strategic Priorities 2024-26



- **Objectives:** Objectives provide a description of the action/change required to achieve strategic priorities. They are written beginning with a verb and can be quantified/measured in some way. Generally, the time horizon of an objective is similar to that of the strategic plan itself (3 to 5 years).

APPENDIX #2 – Stakeholder Survey Response Report

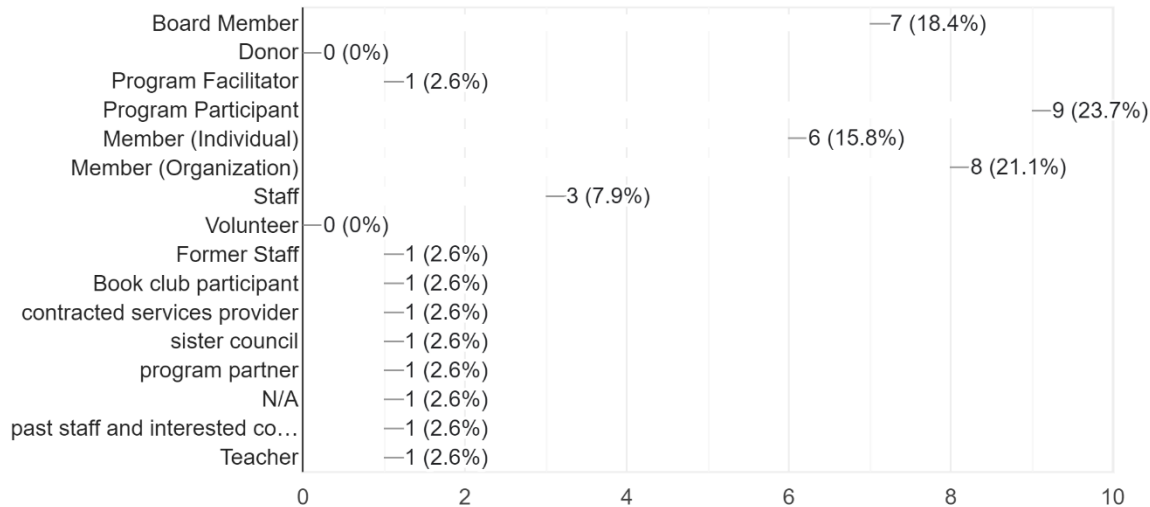
Summary of Survey:

- Survey opened for selected stakeholders to respond between October 13 to November 3.
- A total of 38 responses were recorded.

Question 1:

Please indicate what your connection is to SCIC:

38 responses



Question 2: What issues for SCIC are most important to you?

Strategic Priorities 2024-26

1. Advocating the importance of international development to local community – 22
2. Building towards a just, equitable and sustainable world in Saskatchewan – 23
3. Connecting like-minded individuals and organizations to enhance collaborations – 28
4. Creating opportunities to educate and inspire others about global sustainability issues – 24
5. Enhancing the pathway to support social justice movements in local community – 20
6. Increasing awareness of youth empowerment education and youth development in Saskatchewan – 22
7. Promoting gender equality and accessibility in minorities – 21
8. Providing resources to support our members and partners to achieve a neutral environment for learning, sharing and training – 19
9. Supporting our communities to educate and promote education equality – 20
10. Others:
 - Fun and engaging events – 1
 - Connecting local with global issues – 1
 - Financial Sustainability - 1

Question 3: In your opinion, what are the most important services SCIC currently provides to its members and participants?

1. Educational Programming (in-person and virtual) – 29
2. Educational Materials and Resources – 23
3. Membership Connections – 19
4. Membership and Partnership Relationship Building – 18
5. Member Training Opportunities – 15
6. Youth Educational Programming (in-person and virtual) – 19
7. Youth Empowerment Education Training Materials and Resources – 22
8. Others:
 - Global Citizenship Education Resources and training for Catalyst Teachers – 1
 - Acts as a voice of Saskatchewan on international cooperation matters – 1

Question 4: What do you consider to be SCIC's strengths?

Strategic Priorities 2024-26

1. Agile Collaborations – 9
2. Community Reputation – 15
3. Dedicated Team – 16
4. Developmental Perspectives – 16
5. Efficient Feedback and Communication – 11
6. Established Partnerships – 16
7. Innovative Programming – 19
8. Mission Focused – 11
9. Public Engagements – 22
10. Strong Community-base – 16
11. Valuable Resources for Training and Sharing – 21
12. Others:
 - Connection to partners and opportunities through the ICN – 1
 - Long-standing presence in Saskatchewan, with over 50 years in international cooperation – 1

Question 5: What would you like to see SCIC do to become a better and more effective organization?

More in-person activities and interactions
Broaden/increase active membership
Broader base of members
Not for me to say, as I am no longer directly involved.
More events for youth and ensuring that youth are empowered to engage in global conversations
If the capacity is there, provide more outreach to newcomer organizations.
To become more intersectional by addressing the limitations affecting certain individuals so that they feel included.
While creating more opportunities for SCIC members to connect and collaborate, it might be great to also offer cross-learning opportunities to network with other provincial councils.
To engage more with the public (newcomers, indigenous, visible minorities, etc)
I think they are already doing an amazing job.

Strategic Priorities 2024-26



On-going community outreach program (meets same day/time each month)
Add more tribal members to the Board
Enhanced programming to engage broader communities
Develop professional growth networks that focus on anti-oppressive education and social justice awareness
make the global explicit in events tied to other objectives
Send out more emails to keep people's engagement
It was a gift to have SCIC staff come into our Catholic High Schools when we made presentations for the Cuernavaca Project. SCIC offered the development perspective and the sustainable goals, which was so interesting to the students. If SCIC is offering this to membership for their various events/fundraisers, that would be good.
There are many teaching modules, and I am unsure as to how many teachers, particularly in SK, are aware of these modules. I only became aware of your organization four years ago, through an ad on Facebook.
not sure
being heavily grant dependent can make work very stressful and take away energy from doing more intentional longer term planning about the org's operations and function. Trying to carve out the space to do this more regularly could assist with keeping everyone on the same page about goals and expectations. This strat planning process is one of those ways to do that.
Offer more programming for teachers
Come out with a calendar listing of all the events you are doing in a year at the beginning of your year (fall, perhaps?)
Be more visible
not sure
measure their impact, reach more rural communities, continue to increase the diversity in their membership
Build strong relationships with government, grow your presence more by working with other NGOs to be a joint voice for Canada
Expand membership, Focus on rural and Indigenous communities
reach out to a broader community
Nothing at the moment

More focus on Indigenous rights/ right relations, including with a global connection. The UNSDGs are not a helpful connecting point for the United Church as we don't work on those regionally.
Expanding their membership base
In person events,summits
recruit more board and group members, particularly from around the province
Increasing & maintaining membership base
More public engagement and bring more awareness to the community what SCIC does
Provide more value-added membership connections, in order for us to continue the membership, we need to see more actions

Question 6: In your opinion, are there any services that SCIC does not currently provide to its members or participants that it should consider offering or focusing on?

Open house to let the public knows more about SCIC
Increased access to shared resources, like event supplies, equipment and materials for local partner events.
I think enhancing the current services would be best.
Please add a question to the invitation "what can we do to ensure that you attend?"
Be more visible & connecting
Resources not available in other languages
Women's health
N/A as I'm new to SCIC and still learning about its current operations and programming.
Focus on current global events and provide a network opportunity for educators/professionals to discuss and problem solve
more inter-provincial offerings?



<p>a willingness to attend members' gatherings to support their endeavours. This of course, raises SCIC's profile with people who are grass roots.</p>
<p>I teach in the francophone school division. Having resources available in French can be a struggle. Many of your teaching modules integrate so well with curricula, but I find that I do not teach many because I have to translate everything.</p>
<p>Saskatchewan focused education - history, culture, diversity, etc</p>
<p>Funding for individual projects might be nice, not so much for my own organization (D&P) but for other smaller community or youth led initiatives</p>
<p>Not sure if there are more services to offer, but more interactions with them using current programming would be great</p>
<p>I think clarity is required for stakeholders to understand what you do. There is still some confusion on what you do and how you can support others.</p>
<p>Outreach to community leaders</p>
<p>more collaborations with community organizations</p>
<p>Nothing that I can think of!</p>
<p>Very hard for faith communities to know how to really connect with what you do. A consultation was discussed pre COVID.</p>
<p>small nonprofits require registered charities to partner with as a means of applying and securing funding. Many foundations and funding streams including government, will only grant to registered charities while local community-based nonprofits resort to basic fundraising tactics to advance their cause and mandate</p>
<p>member spotlights</p>
<p>More social media appearance and publicity to connect with the younger generations</p>
<p>Something more consistent, to connect with the community, and to increase the awareness and impact for the members</p>

Question 7: What do you consider to be SCIC’s weaknesses or areas to be improved upon?

Location to meet the staff for open conversations
What services men meets can access to support their organization
defining a place and role for individual members.
That is hard to say given I don’t know how the organization is operating at the moment.
The membership needs to be more informed in the successes of SCIC and always ask them, what would make it better for you?"
The educational resources currently available are helpful and might want to consider providing more recordings of talks from SCIC events podcasts.
Making communities aware of their great work
Various language resources
consistency in programming
More advertising to promote - get involved with schools to get more interest
breadth without depth
As a board member with very limited skills in computer apps, the app used for board meetings has not easily worked for me. I hope it works tomorrow for the board retreat. I reconfigured everything in my laptop in order to get that app to work. We'll see. Something is needed where no password is needed for folks like me who sheepishly admit to not having the skills to use difficult (probably only for me) apps.
If one of the goals is to empower youth, communication with school divisions, schools and staff about programming opportunities would go a long way.
Staff retention for the education role
Planning ahead of time would be great, but I know that it is improving naturally
Too small and not widely recognized
staff development, diversification of revenue streams
Relationships. You need to be deeper and stronger ones with influencers if you want your voices heard. If you want this to be International you need to build ties with governments and international organisations and ngos. Global alliances are important to bring local benefit.

Connections with Global South Organizations
being out there more in different communities
clarity of mandate from general public perspective
Hard to know how to connect rural areas to what you do. Maybe that's too much to expect.
At present we do not see any weaknesses
building stronger strategic partnerships
urban centric
Branding
Not enough staff to deliver programs or pay more attention to the quality of the program deliveries
In the past few years, it felt like there were gaps of SCIC's appearance. Need to keep awareness up and show up

Question 8: Any other comments, suggestions, or ideas for us

Recent uptick in discussion events seems like a positive move, that was greatly missed during the height of the pandemic, keep it up!
Thank you for your work
Strategy planning for the board is valuable!
Please connect with other organizations and services in order to get the recognition and enable more people to benefit
Try to build a network of speakers and experts to engage in projects
I love the literature reading circles providing opportunities for like minded individuals to gather
Thank you for everything you do!
The newsletter is full of activity! Wow! I joined a writer's group just before becoming a board member led by Bernadette Wagner. Excellent! I think Denise organized it.
I have done two of the educator book clubs and they were fantastic PD. Keep them up! It would be great to have a book by a Saskatchewan based author too.



I so enjoy the social aspect of your events. They really bring a spirit of our communities together and the sharing of ideas.
Keep at it
look at what other inter-councils are doing and see if there are ideas or learnings to pull from them. Do an analysis of other similar type organizations in SK and determine where you overlap and where you are different.
Keep up the great work!
I would love to be a part of another learning group that focuses on gender identity. The book called "Felix Ever After" was so good! I learned alot about the topic, my self and the students that I work with!
We truly appreciate our membership with SCIC, who have been a very supportive ally
Podcasts, collaborate with members to facilitate events
Please keep going and maintain your momentum
You have the good intention and willingness to serve the community, we hope to see more of you out there

The End of Survey Report

APPENDIX #3 – Current State Analysis

In a virtual session with an interactive whiteboard, participants were asked to independently identify the highlights, themes and most important content in a range of inputs. Once all the questions were answered, participants were invited to go back and select no more than five responses that they would consider the most important for SCIC to pay attention to going forward. These responses were marked in some way. In the content below, numbers following a statement indicate the number of marks it received. Those with the most marks are **bolded**. A photograph of the outputs of this exercise can be found at the end of this section representation of responses is provided in Appendix 3.

Current Strategic Plan

Guiding Questions

- Consider your existing strategic plan...
 - o What progress has been made?
 - o What have you achieved?
 - What contributed to this achievement?
 - o What remains to be done?
 - What is getting in the way of success?

Responses

- Still in the midst of the current SP with many achievements and we are on target.
- remaining - more interaction with rural communities
- Achieved: maintained community status, increased SDG awareness, enhanced overall knowledge of global citizenship in the community; remained connected with members and partners (1)
 - o By: following the historical footsteps of SCIC mandates and objectives
- achieved - promotion of global citizenship to youth across SK (via programs & educational lesson plans given to teachers)
- progress - diversity in members (some who have never been members before) (1)
- SCIC has an international presence in Saskatchewan (1)
- Long legacy (50th anniversary) and diversity in membership base (2)
- Existing Plan: Educating / Inspiring Promoting Global Citizenship (1)

Internal Strengths and Weaknesses

Guiding Questions

- What is happening inside your organization (staffing, funding, capacity, board strength, etc.)?
 - o What are the strengths?
 - o What are the weaknesses?
 - o What factors are enabling or interfering with your success as an organization?

Responses

- Strength: The ability to be present on multiple platforms/areas online is a strength.
- Weakness: not much presence other than Regina and Saskatoon. Difficult to make/sustain relationships outside of those two cities. (2)
- Probably noted already elsewhere, but diversification of funding could be positive. (1)
- SCIC is instrumental in educating public and advocate for equality, peace and justice (2)
- Strengths include collaboration with various development and relief agencies
- strength - passion of staff and board re: social justice and achieving purpose of organization
- present in the community has been and continues to be a strength. both in hosting big events and in collaborating with member organizations on smaller and informal events.
- Strengths: focused mission and goals; unwavering objective and service provider within the community (1)
- Weaknesses: limited funding source -> unstable staffing; training opportunities for staffs to enhance creativity and productivity (2)
- Weaknesses: funding uncertainty (3)
- Strength: Continued strong partnerships in the non-profit sector (1)
- Weakness: I don't believe SCIC is very well known outside of the "choir" that we already "preach to" for lack of better words (1)
- weakness: urban-centric
- Strength: We've established enduring partnerships in Education and Youth Programming, maintaining long-term relationships with multiple organizations while consistently forging new connections. (1)
- Strength: Enhanced reputation in communities with dedicated followers. (1)
- weaknesses: increase in staff turnover (2)
- Strengths: Some strong relationships have been forged in communities (1)
- weakness - need diversification of funding (1)

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- Weakness: Loss of provincial funding to support members in the Global South (2)
- Strength: To financially support programming with partner CBOs

External Opportunities and Strengths

Guiding Questions

- What is happening in the external environment within which SCIC works (e.g. political environment, social and demographic trends, etc.)?
 - o What are the opportunities?
 - o What are the threats?

Responses

- Barriers: market and political changes; limited funding to expand; staff turnovers (1)
- Barrier: Government
- Opp: many like-minded org and individuals as partners; many potential members to join and create more connections; many local support
- Opportunities: to re-establish relationships in government to build awareness of SCIC & seek funding opportunities (1)
- Threats: A more conservative political environment that may not value 'investment' in public education on global issues (3)
- Opportunity: Continuously growing diverse community
- opportunity - upcoming provincial election. Potentially good time to engage with province re funding (2)
- Upcoming Federal Election may be very significant in terms of funding but also generally attention to SDGs, Gender Equity work, etc
- opportunities for funding/partnerships with funders/organizations that share SCIC goals. The current provincial government does not, but there are other partners.
- Threats: provincial gov't awareness and support, stretched capacity to deliver quality services and programs (staff burnout->increase turnover rate->training time, etc.) (1)
- Threat/barrier: Reactionary communitarian population
- building equitable Saskatchewan (1)

Stakeholder Survey

Guiding Questions

- What are your stakeholders saying?
 - o What is important to them?
 - o What do they value in SCIC that you need to preserve?
 - o What improvements would they like to see?
 - o What suggestions do they have for you?

Responses

- Providing resources to support members
- strength / important - public engagement
- There are some that have expressed they would like to see more direct activism and support of progressive causes, including when it involves criticizing government
- most important - Connecting like-minded individuals and organizations to enhance collaborations & educational programming (I)
- supporting our communities
- Post-COVID: they want more social and public engagement, more opportunity to reconnect, new ways to promote and match the needs of current demographics
- Relationships (I)
- In my experience the overwhelming thing people like is in person events, activities, etc. COVID was difficult for a lot of people/organizations
- improvements - broader membership base (I)
- A great guiding platform and status setting, evolution over the years and how we survived, believe in our own work and continue to deliver what the community needs (education, youth empowerment, membership relations, public engagement, etc.)
- Looking back, it's clear that our current barriers have been the same in the past; learning from the history, it's important to think outside the box and to create new ways to receive support (\$, connection, partnership, etc.) (I)
- A multi-pronged pronged approach that includes the big events hosted by SCIC with a variety of ordinary and dignitary people invited, along with small focussed events in informal settings to talk about one (or more) sustainable goals or places where values are common - such as peace.
- Keep: remain present and connection with the community, service-oriented, resourceful, collaboration driven, creative resolution

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- Want: increase promotion and ways to spread the words out, engage with members and partners more regularly, value-added relationship (2)
- Valuing SCIC's efforts in keeping individuals informed about global issues.
- GCE training and resources align with the Saskatchewan curriculum for effective implementation. (1)

Historical Analysis

Guiding Question

- What does your history tell you?

Responses

- People that put this organization together in the 70s were ahead of their time, and very solid and progressive, even by today's standards (1)
- advocate for international development (2)
- Creating opportunities to educate others
- Annual GCA gala shows that there are people in the province doing good work over a long stretch of time. (1)
- Funding can be very dependent on which governments are currently in power (1)
- educational programming & membership engagement are of top priority (3)



APPENDIX #4 – Strategic Priorities

Participants were invited to review the current state analysis, particularly those items that had the most marks (and were, therefore, collectively considered most important to consider going forward). Using the current state as the key input, participants were each invited to draft three to four priorities independently. These were placed on sticky notes on a virtual white board and themed and sorted. Ultimately, three priorities were developed.

- **Revenue diversification and financial sustainability**
- **Membership and service diversification, particularly outside of Regina and Saskatoon**
- **Brand and awareness enhancement of SCIC, its role and its services**

Revenue diversification and financial sustainability	Membership and service diversification, particularly outside of Regina and Saskatoon	Brand and awareness enhancement of SCIC, its role and its services
Revenue diversification to ensure future financial stability	To diversify and increase membership to ensure a wide range of partners are engaged in the organization (demographics, locations, non and for profits, etc.)	To be a known in SK as a go-to in global education and international cooperation (brand)
Financial stability	Diversify membership, especially outside Saskatoon and Regina	To maintain our place in community and increase branding awareness
Revenue diversification so we're sustainable in the long term	Building connections in rural Saskatchewan	Establish SCIC's reputation and brand through provincial level activities
Diversifying funding	Capacity to have periodic presence in other places in Saskatchewan	
Diversification of funding	Integrate resources across the province	
To adapt and diversify revenue		

In addition to the strategic priorities, two other themes emerged.

- **If we had more money** – represents areas of service and program growth, enhancement and development that, without additional resources, could not be addressed. Much of the input for this theme is derived from the stakeholder survey.
- **Core Business** – represents areas, also identified in the stakeholder survey, that were important to participants and stakeholders and should be continued at all costs. These were noted, but as the strategic plan is intended to address needed changes or improvements, were pulled out of the strategic priorities.

If we had more money

Educating, inspiring and promoting global citizenship

More global citizenship and public engagement

Implement more sustainability programs

Capacity to build real connections internationally

Advocating for international development

Increase staffing capacity

More sustainable staffing for program delivery

Core Business

Keep operating and educational programming for members and public and keep on improving each time

Continue providing networking programs

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Individually

- Examine the work we did describing the current state, especially the areas that received the most "stars"
- Consider where you are trying to go and what you are trying to achieve (your future state)
- On a piece of paper where you are, write down 3 or 4 statements that describe where you think SCIC should focus its efforts to make the most progress

