

# STRATEGIC PLAN

## FY 2023-2026



## MISSION

WorldOregon's mission is to broaden and deepen public awareness and understanding of international affairs, engaging Oregonians with the world—and with each other. WorldOregon programs keep Oregonians connected to the people, places, and ideas that are shaping our shared global future.

## WE BELIEVE...

That deeper global understanding is essential to a more peaceful world;  
That cross-cultural learning propels us towards a more innovative future; and  
That Oregon and SW Washington can be the hub where world-changing connections begin and thrive!



Phone Number:  
(503) 306-5252



Email Address  
[community@worldoregon.org](mailto:community@worldoregon.org)



Website  
[www.worldoregon.com](http://www.worldoregon.com)

# LONG TERM VISION

WorldOregon's long-term vision is to be a catalyst for building and nurturing a global community. We aim to do this by creating a vibrant hub where the people of Oregon, SW Washington, and international visitors can bring their different lived experiences together to connect, learn, and contribute to a more interdependent, compassionate, and inclusive world.



# BACKGROUND

WorldOregon has been connecting the people of Oregon and SW Washington to the world for over 70 years and has played a crucial role in promoting cultural exchange, international dialogue, and cross-cultural education.

In the last decade, WorldOregon underwent significant transformations, rebranding from the World Affairs Council of Oregon and moving away from solely relying on the International Speaker Series as its flagship program. Recognizing the need to adapt to changing times and audience preferences, the organization diversified its offerings and expanded its programmatic reach.

This strategic shift allowed WorldOregon to broaden its impact and engage with a wider range of individuals and communities throughout the state.

The previous strategic plan, developed in 2021 amidst the global pandemic, posed unique challenges. At that time, the duration and disruptive nature of the pandemic were unknown. Despite these uncertainties, the organization responded with resilience and creativity, pivoting to virtual formats and leveraging digital platforms to continue its mission. The plan focused on addressing the immediate needs of the organization during the pandemic, without compromising its long-term goals.

# PROCESS AND APPROACH

The formal process of developing the 2023-2026 plan commenced in March 2023, building on Board and staff retreats. WorldOregon contracted with Caliopy Glaros of Philanthropy Without Borders to conduct one-on-one interviews with all members of the Nominations & Strategic Planning Committee during March and April, ensuring that diverse perspectives and insights were captured. To further refine the strategic direction for the organization, the committee, along with staff leadership, convened for two intensive half-day workshops held in April and May. During these workshops, the committee collaborated to establish a clear purpose, articulate a compelling long-term vision, identify key focus areas, and chart the strategic direction for WorldOregon.

The ideas generated by all committee members were reviewed, organized, and vetted by the dedicated staff members of WorldOregon. Through a process of refinement, the staff further clarified the tactics and metrics associated with each strategic objective. This approach ensured that the final strategic plan narrative, as encapsulated in this document, embodies a comprehensive and cohesive roadmap for the organization's future success.

**Building upon the accomplishments of the previous plan and leveraging the invaluable collaborative input from the committee, the strategic plan for WorldOregon will prioritize three key areas of focus:**

**First**, we aim to expand and diversify participants by engaging communities across Oregon and SW Washington through access to our programs and resources. One notable difference between this plan and the 2020-2023 plan is that statewide expansion is not an independent strategy in and of itself. Rather, expanding statewide serves as an approach to obtain broader impact and engage more diverse participants. It was unanimously agreed upon by the committee to eliminate "statewide expansion" as a separate strategy and instead integrate it into the other three areas. This decision aligns with the understanding that statewide expansion is a means to an end, reinforcing the committee's commitment to maximizing impact and effectively reaching various target groups.

**Second**, the organization will seek to incorporate diverse, equitable, and inclusive principles into all aspects of WorldOregon's internal operations and external efforts. A cornerstone of the previous plan was a foundational emphasis on diversity, equity, and inclusion (DEI). WorldOregon recognized the importance of ensuring equitable access to its programs and committed to fostering an inclusive environment for all participants. This commitment to DEI will remain a core focus in the new strategic plan.

**Third**, the new plan will position the organization for long-term success and prosperity through intentional prioritization of activities, efficient allocation of resources, creative fundraising, and purposeful investment in staff.



# PLAN OF ACTION

1

**IMPACT:**  
**Expand and Diversify Participants**

2

**ALIGNMENT:**  
**Clarifying and Growing the Contribution to Diversity, Equity, and Inclusion (DEI)**

3

**INFRASTRUCTURE:** **Increase Profitability to Grow our Team and Ensure Long-Term Sustainability**

## IMPACT:

### VISION OF SUCCESS

Our vision is to create an expansive and inclusive community where the people of Oregon, SW Washington, and international visitors view WorldOregon as a vibrant and representative hub to connect and network with each other. We aim to engage and collaborate with our communities by meeting them where they are, fostering consistent growth, and encouraging broad participation across generations and diverse lived experiences.

### OBJECTIVES

1. Grow volunteer participation and recruitment efforts to foster stronger connections and support between WorldOregon and the community.
2. Increase and deepen outreach to diversify WorldOregon program participants.
3. Experiment with programmatic innovation to test new ideas and initiatives.

## INFRASTRUCTURE:

### VISION OF SUCCESS

Our vision is to secure WorldOregon as a flourishing and sustainable organization. We aim to position the organization for long-term success and prosperity through intentional prioritization of activities, efficient allocation of resources, creative fundraising, and purposeful investment in staff.

### OBJECTIVES

1. Grow current and future revenue sources through new and existing opportunities to achieve greater sustainability and success with the strategic plan.
2. Ensure the external communication tools and the internal database facilitate telling our story to current and prospective audiences, donors, and members, and provide easy, actionable steps to participate.
3. Increase organizational capacity and ensure a more sustainable team workload by adding positions, restructuring current staffing, and contracting for professional assistance.

## ALIGNMENT:

### VISION OF SUCCESS

Our vision is to incorporate diverse, equitable, and inclusive principles into all aspects of WorldOregon's internal operations and external efforts. We aim to foster meaningful collaborations by designing measurable goals, uplifting voices, catalyzing positive change, and developing mutually beneficial partnerships.

### OBJECTIVES

1. Use WorldOregon's DEI statement as the guide to clarify organizational DEI efforts and processes, and ensure alignment among staff, Boards, and community.
2. Share WorldOregon's DEI progress with and seek feedback from the community.
3. Develop and utilize current DEI tools to increase understanding and impact of WorldOregon's DEI work.