

International Institute of Buffalo- Strategic Plan – Summary 2016

Mission

Making Western New York a better place for, and because of, refugees and immigrants.

Vision

An inclusive, multicultural community that embraces all people.

Theory of Change

The Institute will make WNY a better place for and because of refugees and immigrants by welcoming, connecting and empowering the foreign born and by catalyzing the region's receptivity to and support for different cultures.

Values

Creative/responsive, tenacious/courageous, collaborative, trustworthy, optimistic

Operating Principles

Leverage our strengths

Increase impact

Increase collaboration and shared work

Reduce redundancy and clarify roles

Keep immigrants and clients at the center

Balance advocacy and networking with service delivery to the benefit of both

Keep an eye on sustainability

Strategic Goal One: Align With Others for Impact; Formalize and Increase Collaboration

As local and national awareness about immigrants increases, and both human service and economic/community actors look to support the immigrant population, it is critical that the Institute align more closely with other organizations in ways that increase impact and collaborative activity, clarify roles, and leverage organizational strengths.

Potential alignments include other immigrant service organizations, mainstream service organizations and ethnic community organizations, locally as well as outside of WNY.

Strategic Goal Two: Strengthen Core Programming/Develop New Programming

Reaffirm the need for and quality of existing programming in service of the mission; evaluate for any improvements necessary, strengthen outcomes measurement. Evaluate programming for any need to increase scale or capacity, or add external relationships. Review programming in light of environmental trends, especially technology and changing client profiles/new populations.

In addition, identify gaps that may exist in WNY for which the Institute should consider adding programming, in partnership or alone.

Strategic Goal Three: Continue to increase our Leadership profile Locally, Regionally, Nationally

The Institute is uniquely able to be an advocate for immigrants and their effect on WNY. By doing so, we can change the mainstream dialogue around diversity/inclusion and our region's receptivity to new people and cultures. This work requires the development of relationships at the national and U.S. regional level, so as to identify and bring best practices and best practice actors to town.

Strategic Goal Four: Improve Organizational Culture

Increase staff job satisfaction, job alignment, salary discrepancies. Plan for advancement within organization and develop succession plans for key talent. Identify changes to organizational chart and HR activities that will allow for increased impact and reduce internal 'silos.'

Review governance to put immigrants at the center and increase impact.

Strategic Goal Five: Increase sustainability

Current Institute business model: It supports its activities by supplementing government and private grants with net income from fee-based services, primarily interpretation and translation fees, as well as fundraising and donated goods.

In order to deliver mission impact, it is important that the Institute has enough unrestricted revenue to pursue 'developmental' activities such as advocacy, networking, pilot programs; unrestricted revenue is also critical to pursuing and detailing those alignments that are found to be strategic. In order to generate adequate unrestricted revenue, improvements to financial sustainability are needed.

The International Institute of Buffalo headquarters at 864 Delaware Avenue are a significant presence in every sense of the word. The building is a strength, weakness, opportunity and threat. Regular operations at once have too much space and at the same time not enough. The specific character of the space is beautiful but not conducive to an office. Parking is an asset. The carriage house is currently used by the Buffalo schools for free to teach English to clients. The buildings worth has increased since the appraisal in 2012.