



# Strategic Plan 2022 2024



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I am thrilled to introduce our new strategic plan. Magis Americas' mission to build just societies by supporting Jesuit education, migration, and ecology initiatives in the Global South has never been more important or relevant.

Institutionally we find ourselves in a moment of transition. This new strategic plan is designed to help us build a strong foundation that will allow Magis Americas to strengthen our operations over the next three years so that we are on solid footing to grow and continue making a positive impact in the lives of those directly served by our partner organizations, such as Fe y Alegría, Red Jesuita con Migrantes, and Servicio Jesuita a la Panamazonia.

We are grateful for the support of the two Jesuit conferences in the Americas, the Jesuit Conference of Canada and the United States (JCCU) and Conferencia de Provinciales de América Latina y el Caribe (CPAL), as we embark on this exciting new chapter.

As you review the following pages, I hope that you will view yourself as an active collaborator in the mission of Magis Americas. Together, we can build a more just world.

Best regards,



**Nate Radomski**

Executive Director

# Intro duction

# Who we are

## Mission Statement

We build just societies by mobilizing support for Jesuit education, migration, and ecology initiatives in the Global South.

## Vision Statement

Our vision is a world in which all people have their rights upheld, their dignity protected and the capacity to act as protagonists in their individual and communal development

## Core Values

Our work is guided by, and operates in respect of, the following principles:

- **Human Dignity**  
Taking to heart the Church's "option for the poor", we accompany, together with our local partners, marginalized communities as they strive toward becoming active protagonists in their own development.
- **Justice**  
We are committed to social, ecological, economic, and educational justice.
- **Solidarity**  
As a shared work of the Jesuit Conference of Canada and the United States (JCCU) and Conferencia de Provinciales de América Latina y el Caribe (CPAL), we aspire to create channels of solidarity between individuals, communities, and institutions throughout the Americas.
- **Transparency**  
We uphold transparency and accountability as fundamental to fostering trust, teamwork, innovation and, most importantly, justice.

# Strategic priorities

To achieve our vision and address the needs of our Jesuit partners in the Global South, primarily Latin America and the Caribbean, the following strategic priorities will define our direction over the next three years:



## Priority 1

- Financial Health** Our goals for financial health include diversifying revenue streams through foundations and corporations, increased individual giving, and development of a general fund.
- Structures and Processes** Our goals include formalizing our organizational chart, and implementing operating procedures for human resources, financial management, and program operations to increase flow of information and transparency.
- Staffing** Our goals for staffing including hiring for all open positions and providing professional development opportunities to ensure staff growth and retention.



## Priority 2

- Build relationships with Jesuit provinces and institutions throughout the U.S.
- Expand access to resources through these networks.

## Priority 3

- Strengthen financial systems of partner organizations to accommodate grant funding requirements
- Support development of local Jesuit networks and coalitions to build community engagement and inspire action

## Priority 4

- Increase the quality and number of projects in the areas of education, migration, and/or ecology.
- Create a network strategy to effectively respond to humanitarian emergencies.

## Priority 1

### Strengthen our own organizational capacity.

**Objective 1:** Establish standard operating procedures to strengthen administrative capacity.

- a. Formalize hiring and on-boarding processes including benefit administration.
- b. Formalize policies related to staff management including: management of staff performance, yearly performance appraisal, and staff development.

**Objective 2:** Establish standard operating procedures to strengthen financial capacity.

- a. Conduct an external evaluation of our fundraising/marketing efforts.
- b. Create guidelines for ethical gift acceptance and corporate social responsibility engagement.

**Objective 3:** Establish standard operating procedures to strengthen technical capacity.

- a. Conduct an external evaluation to assess the needs of our implementing partners and use information to inform how we can best work with our partners.
- b. Administer an internal assessment of what capacity is needed to effectively and efficiently achieve organizational goals (development, communications, engagement, etc.)

**Objective 4:** Strengthen processes for Board of Directors.

- a. Increase the staff and Board of Directors' ability to generate new revenue by adding key development and communications positions and training.
- b. Increase the Board of Directors to 10 individuals to diversify knowledge, experience, and capacity to support staff.

**Objective 5:** Increase staff size by 75% to ensure compliance with 2022-2024 strategic priorities.

- a. Hire and onboard Communications Coordinator.
- b. Hire and onboard Development Officer - Grants.
- c. Hire and onboard Engagement Coordinator.

**Objective 6:** Create a multi-year comprehensive development plan with strategies that respond to short-term needs and long-term organizational goals.

- a. Devise and implement annual development plans that prioritize unrestricted individual giving and project-based foundation/corporate giving.
- b. Develop a robust project portfolio segmented by program area (education, migration, ecology) to better secure financing from foundation and corporate partners for Global South partners.

## Priority 2

### Improve recognition of Magis Americas among Jesuits and Jesuit institutions in the United States.

**Objective 1:** Develop a stakeholder engagement strategy to support and advance relationships with Jesuit provinces, ministries, and organizations.

- a. Update stakeholder map to accurately reflect key Jesuit stakeholders.
- b. Conduct evaluation of current engagement efforts being implemented by other Jesuit organizations to ensure maximum coordination and avoid duplication.
- c. Define the purpose and mission of Magis Americas' engagement efforts and validate proposal with the Jesuit Conference of Canada and the United States.

**Objetivo 2:** Create engagement programs to implement stakeholder engagement strategy.

- a. Adapt the “Friends of Fe y Alegría” model to standardize and expand volunteer group engagement to at least five U.S. cities.
- b. Update Global Citizenship Education program to respond to the results of the engagement evaluation and define three strategies to increase engagement with Jesuit schools, universities and parish groups.
- c. Design and implement an advocacy strategy specifically centered on the global right to quality and inclusive education in the Global South.
- d. Develop and implement a structured intern and volunteer program for Jesuit university students and Jesuit scholastics.

## Priority 3

### Support the growth of our partner organizations’ capacities.

**Objetivo 1:** Conduct situational analysis to prioritize countries by need and capacity (technical, financial, communication).

- a. The Project Coordinator will work with the Executive Director, Development Manager, and Communications Coordinator to develop an assessment tool to implement the situational analysis.

**Objetivo 2:** Support partner organizations in assessing their financial capacity.

- a. The Project Coordinator will work with implementing partners to create a needs assessment and evaluation tools to better understand their existing financial structures and reporting processes.
- b. The Project Coordinator will use the information gathered through the evaluation to help develop an action and implementation plan to address areas of improvement.
- c. The Development Manager will develop training materials for local partners on grant development and donor stewardship.

**Objetivo 3:** Support partner organizations in assessing their financial capacity.

- a. The Project Coordinator will work with implementing partners to create evaluation tools for self-assessment to better understand their existing technical capacity for project implementation.
- b. The Project Coordinator will use the information gathered through the evaluation to help develop an action and implementation plan to address areas of improvement, including project design and management.
- c. The Project Coordinator will implement a series of workshops based on the evaluation results.
- d. The Communications Coordinator uses the results from the evaluation by the PM and PA to co-create an action plan with the implementing partners’ communications representative.
- e. The Communications Coordinator will have periodic meetings with the implementation partner’s communications representative to support in any technical communication-related matters.

## Priority 4

### Establish project portfolio in alignment with our mission.

**Objetivo 1:** Develop regional Theory of Change (TOC) and strategic partnership maps.

- a. Conduct workshop sessions with key partners to develop regional TOC.

**Objetivo 2:** Establish project portfolio metrics based on TOC and internal capacity.

- a. Identify and align the current project portfolio to the TOC by country/region.

**Objetivo 3:** Establish an emergency/humanitarian protocol in coordination with Canadian Jesuits International and Jesuit Refugee Service/USA.

- a. The Projects Coordinator will conduct a mapping of current emergency/humanitarian protocols used by other members of the Xavier Network.
- b. The Executive Director will coordinate with the executive directors of Canadian Jesuits International and Jesuit Refugee Service/USA to develop an emergency/humanitarian protocol.



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