GOAL FRAMEWORK

Our Mission

The Cleveland International Film Festival promotes artistically and culturally significant film arts through education and exhibition to enrich the life of the community.

Our Vision

The Cleveland International Film Festival is a leader in helping the world discover the power of the film arts to educate, entertain, and celebrate an inclusive human experience.

Our Guiding Principles

In pursuing its mission, the Cleveland International Film Festival will:

- Set high standards for diverse quality film education and exhibition, placing artistic and cultural merit above commercial appeal.
- Connect and work collaboratively with an array of community partners to raise awareness of how film arts deepens understanding of the world and catalyzes positive change.
- Provide the best and most accessible audience experience possible.
- Champion diversity, equity, and inclusion while fostering understanding and appreciation of myriad cultures and values.
- Cultivate and maintain an innovative and forward-thinking organization.
- Embed our work into the fabric of the community.
- Promote a work environment among board, staff, and volunteers based on integrity, professionalism, teamwork, trust, and respect.
- Ensure the organization’s financial stability and increase its financial self-sufficiency.
Our Commitment to Racial Equity

We recognize our society must confront and dismantle systemic and institutional racism, which causes marginalization, disenfranchisement, and discrimination.

We will consistently work to mitigate inequities by deliberately amplifying voices and presenting viewpoints of — and sharing power with — people and communities of color.

We will implement short- and long-term strategies to weave racial equity and inclusion into the fabric of our organization.

While our anti-racism work is ongoing, we will be intentional about achieving measurable change.

Goals & Objectives

Plan Section I: Film Festival and Additional Programs

Goal I: To deliver and enhance all aspects of the world-class international film festival and additional programs we produce in Cleveland.

Objectives:

I. A: Programming — Through a hybrid model, select and present a diverse program of the newest and best films and emerging media from around the world.

I. B: Customer Service — Provide a superior and inclusive audience experience.

I. C: Audience Education — Provide high-quality educational opportunities for CIFF’s audience.

I. D: Student Education — Through FilmSlam and FilmSlam Streams, provide educators with the tools to introduce and expose students in grades 5-12 to other cultures and foster awareness of people different from themselves.

I. E: Community Engagement — Foster connections with nonprofit and other organizations throughout the region.

I. F: Neighborhood Outreach — Build relationships and involvement with under-resourced communities within the City of Cleveland.
I. **G: Volunteers and Seasonal Consultants** — Engage a strong, diverse, and dedicated base of volunteers and seasonal consultants.

I. **H: Filmmakers** — Provide filmmakers with meaningful online interactions with one another and CIFF’s audience.

I. **I: Film and Artist Awards and Recognition** — During the Film Festival provide juried and audience-determined award opportunities to films and filmmakers, with cash prizes whenever possible, to support filmmakers and attract outstanding programming.

I. **J: Industry Position** — Remain among the most respected, relevant, and dynamic film festivals internationally and continue to challenge industry norms about diversity, equity, and inclusion.

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**Plan Section II: DEI & Social Justice**

**Goal II:** Incorporate social justice and inclusion in all core components of our organizational culture and all programming and operations, with special focus on racial equity, gender equity, and marginalized communities.

**Objectives**

II. **A: Network Diversity** — Involve people and groups in our work who have been marginalized.

II. **B: Educate Board and Staff** — Seek and provide opportunities for trustees and staff to understand and take ongoing action against racial inequities and social injustices.

II. **C: Board, Staff, Volunteer Composition & Leadership** — Reflect the racial and cultural diversity of our region in the make-up and leadership of our board, staff, and volunteers.

II. **D: Supplier Diversity** — Secure contracts from diverse vendors across a broad range of services.

II. **E: Film Programming** — Ensure that our programmers as well as the content of our programming reflect diversity, equity, and inclusion.

II. **F: FilmSlam** — Present a robust educational program for students in grades 5 through 12, with an emphasis on racial equity and social justice topics.

II. **G: Audience Engagement** — Create audience engagement offerings around racial equity and social justice.
II. H: Community Organization Engagement — Partner with more nonprofit organizations that directly serve historically and presently disinvested communities.

II. I: Directed Outreach — Invest in media and neighborhood organizations representing marginalized communities.

Plan Section III: Audience Development

Goal III: Attract, retain and support current, new and diverse CIFF audiences.

Objectives:

III. A: Brand Identity — Continue to enhance CIFF’s reputation as a premier hybrid international film festival.

III. B: Market Penetration — Continue to diversify CIFF audiences demographically and organically expand our geographic scope.

III. C: Membership — Grow, diversify, engage, and retain CIFF’s membership.

III. D: Partnerships — Expand and diversify CIFF’s collaborations with and support of other organizations and media entities.

III. E: Feedback — Gather and analyze metrics to continuously learn from and to inform decision-making.

III. F: Accessibility — Lower barriers to access in-person and online CIFF content.

Plan Section IV: Fund Development

Goal IV: Build a stable, more sustainable, and diverse base of revenue sources.

Objectives:

IV. A: Board — Maintain 100% participation in financially supporting CIFF and contribute more significantly to CIFF’s annual revenues. Leverage the connections of all board members to open doors and cultivate sponsors, funders, and donors to generate increased revenue and expand audience awareness.

IV. B: Contributed Income — Strengthen CIFF relationships with and contributions from foundations, corporations, government, and individual donors.

IV. C: Earned Income — Maintain a strong earned income funding base through memberships, ticket sales, call-for-entry fees, and merchandise sales.
IV. D: In-Kind Support — Leverage in-kind contributions to reduce cash expenses.

IV. E: Planned Giving — Continue to grow CIFF’s planned giving program.

IV. F: Endowment — Continue to grow CIFF’s endowment fund.

IV. G: Campaign — Begin to determine capacity for launching a major fundraising campaign.

Plan Section V: Financial Management

Goal V: Continue to provide prudent professional management and board oversight of CIFF’s financial resources.

Objectives:

V. A: Oversight — Strictly adhere to CIFF’s existing financial policies and reporting procedures, enhancing them as needed per appropriate best practices.

V. B: Budgeting Process — Maintain a transparent budget and financial reporting process involving the full board and CIFF’s professional leadership.

V. C: Cash Reserve — Replenish and increase our savings to ensure that sufficient funds are available to respond to opportunities and challenges.

V. D: Investments — Monitor our investments to ensure we follow our investment policies and realize an acceptable and consistent return.

Plan Section VI: Governance

Goal VI: Continue to attract and retain an involved board that is diverse, accountable, supportive, and active in the community.

Objectives:

VI. A: Composition — Continue to build a diverse and inclusive board to maintain a broad mix of professional skill sets, perspectives, demographics, and community connections.

VI. B: Relationships — Maintain effective, collaborative relationships among board and staff.
VI. C: Expectations & Stewardship — Ensure board members are actively engaged to fulfill their fiduciary, fund development, and governance obligations.

VI. D: Leadership — Pursue diverse board leadership and planned succession.

VI. E: Ambassadorship — Ensure board members are positive and active representatives of, and advocates for, CIFF throughout the community.

Plan Section VII: Professional Leadership

Goal VII: Support a highly skilled, diverse, and resourceful professional leadership team and a safe, respectful environment.

Objectives:

VII. A: Succession Planning — Continuously update an inclusive leadership and staff succession plan.

VII. B: Professional Development — Identify and support professional development needs and opportunities to grow and learn.

VII. C: Work Environment — Among the full-time staff, ensure a healthy and balanced work environment based on integrity, professionalism, teamwork, trust, and respect.

VII. D: Staff Capacity — Ensure sufficient full-time staff capacity to maintain superb CIFF deliverables as the enterprise evolves.

VII. E: Seasonal Consultants Network — Proactively recruit and maintain a diverse and high-quality network of seasonal consultants.

Plan Section VIII: Technological Infrastructure

Goal VIII: Obtain and deploy intuitive and accessible technology to conduct CIFF’s operations and present high quality experiences.

Objectives:

VIII. A: Website Redesign — Reinvent CIFF’s website to provide a robust, user-friendly online environment for our film festival community.

VIII. B: E-Commerce — Continue to improve and streamline the online purchasing process and customer experience.

VIII. C: Data Management — Create and utilize an effective and reliable approach to data collection, management, reporting, and analysis.
VIII. D: User Security — Ensure the security of every component of our infrastructure, including but not limited to program content, technology and user information.

VIII. E: Organizational Operations — Utilize project management and financial tools and other platforms and technologies to continuously improve and efficiently execute organizational operations.

VIII. F: Audience Experience — Use state-of-the-art platforms and technologies to improve audience experiences.

Plan Section IX: Our New Home at Playhouse Square

Goal IX: Pursue a smooth transition to Playhouse Square in 2022.

Objective:

IX. A: Remain in close communication with our Playhouse Square colleagues — As a resident company, continue two-way exchange of information regarding state of our organizations.

IX. B: Continue to build partnerships and determine how best to leverage available assets and align with the Playhouse Square ecosystem in delivering high quality CIFF content, programs and enhanced audience and filmmaker experiences within the district.
Plan Section X: Plan Assessment

**Goal X:** Continuously monitor and adjust CIFF’s plan and operations.

**Objectives**

**X. A: Evaluation Criteria** — Update our Scorecard of qualitative and quantitative metrics to gauge progress on strategic plan goals and objectives and report on performance outcomes.

**X. B: Data Collection** — Continue to collect relevant data, particularly with respect to the online experience, that enables CIFF to monitor its performance and make informed decisions in an ever-changing environment about what to:

- continue doing
- improve/modify
- start doing
- stop doing

**X. C: Assessment** — Maintain an annual calendar for evaluating every section of the Goal Framework.