

Building a Foundation For Success

BY RON MOFFATT

"Strengthening the Association" has become a top priority this year as NAFSAs work together to develop new structures and decision-making processes. As the proposed reorganization passed through the membership for comment, two initial questions invariably prevailed: "Where do I fit in?" and "How is this new plan going to better meet my needs?"

Fortunately, such questions received a great deal of reflection from hundreds of stakeholders, and the ideas they proposed provide innumerable opportunities for member engagement at every level. While it may take time for everyone to grow accustomed to the new "fit" of the reorganization, there is little doubt that more leadership roles will emerge, more members will become actively involved in the association's work, and more outcomes will take on greater scope and impact for both the field and the profession.

Opportunities for involvement will expand in many areas, including one that has emerged as a strategic thrust: securing NAFSA's financial future. Leading a cutting-edge association toward 2005 and beyond will mean more NAFSAs playing increasingly active roles in development efforts to build a fiscally sound organization.

It's widely understood that NAFSA can no longer rely on government or foundations to provide all its funding, and no one wants exorbitant dues or fees to fill the gap. Now more than ever, NAFSA must diversify its sources of revenue and compete in the development marketplace like everyone else.

Success in this endeavor will require new perspectives, strategies, and roles that represent shifts in NAFSA's traditional organizational culture. To achieve that success and fulfill those requirements, the Board of Directors recently set specific development objectives for the next three years. Members will now have greater opportunities to foster forward-looking

perspectives, create mutually beneficial strategies, and adopt new roles that correlate with prevailing economic imperatives.

Fostering New Perspectives

Much of NAFSA's development work is educational in nature: helping colleagues better understand how working hand-in-hand with business partners advances our mutual objectives. The lesson is a classic case of win-win-win: the more our vested partners succeed in growing their bottom lines, the more our members benefit, and the stronger NAFSA's fiscal foundation becomes.

Creating New Strategies

Opportunities for members to create development strategies will include creating innovative linkages between academe and business, identifying prospective partnerships capable of yielding mutually beneficial outcomes, recruiting partners to invest in collaborative projects, and promoting vested-partner products so those partners gain a return on their investment in NAFSA.

Adopting New Roles

For some members, such opportunities signal a shift from our traditional roles as passive end consumers. Now we will be encouraged to play a more entrepreneurial role whereby we scan our environments, identify emerging consumer needs, promote and distribute products that meet those needs, provide wider exposure for our partners, and cultivate business-friendly practices.

NAFSAans are also being called upon to explore new horizons that will help shape our evolving mission. Last year the Board of Directors identified global workforce development as one such horizon. This year considerable attention is focused on how research and practice will define the role international educators play in global work-

force development, what constitutes a globally competent workforce, how to better support NAFSAs in their support of students seeking intercultural competencies and global skill sets, and how to better connect those students to employers worldwide seeking such assets.

So, when you think about the current reorganization plan and how, or where, you "fit" in, please reflect on what you, as an individual, can do to strengthen NAFSA's financial future. To get you started, here are three things you can do right now:

- ◆ Place a link to NAFSA's Yellow Pages on your office Web site or in your electronic newsletters (<http://www.nafsa.org/yellowpages/index.html>). NAFSA's Yellow Pages is a virtual directory of products and services provided by NAFSA's 85 Global Partners. These partners have generously embraced NAFSA through a variety of mutually beneficial relationships, and their combined support constitutes NAFSA's third largest revenue stream, just behind dues and fees.
 - ◆ Actively promote NAFSA's Affinity Programs within your student and campus communities. Affinity Programs, sponsored by our Global Partners, are for the exclusive benefit of NAFSA members and their constituencies. Two Affinity Programs are now available, with several more in the planning stages. (You can learn more about these affinity programs from the NAFSA Web site.)
 1. Global One offers huge discount virtual calling cards for calls to-or-from more than 120 countries and more than 300 cities. As an added incentive, your office receives a 5-percent commission on each card purchased for your own scholarship fund. To visit a sample site, go to <http://www.globalcalling.com/SDSU>
 2. HTH Worldwide Bank offers customized Internet-enabled financial
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Brethren Colleges Abroad Gets 'Up Close and Personal' with NAFSA

By KAREN JENKINS

If you are looking for an "up close and personal" relationship with NAFSA then the Annual Fund is for you.

The dollars you send to the NAFSA Annual Fund are an important indication that you believe in the organizational mission and are willing make a financial commitment, no matter how small. The power is in the number of contributors, not the amount each individual gives. The NAFSA Annual Fund can offer you a way to have an "up close and personal" relationship with NAFSA and with the many other contributors who are your colleagues and friends.

Two years ago, members of the staff of Brethren Colleges Abroad (BCA) made a commitment to NAFSA by contributing as a group to the Annual Fund. Following September 11, 2001, we decided that supporting NAFSA was critical because we understood, in the starkest terms, how important NAFSA was to our work as international educators. The staff felt strongly that NAFSA made a major contribution to the success of each of us with its strong emphasis on professional development. We were especially mindful of the excellent training we received in health, safety, and emergency management through the strong outreach of NAFSA, which set standards and expected operational norms. And we realized we could best support international education

by supporting NAFSA and pooling our money. We wanted our individual contributions to count for more.

To encourage contributions, especially the small ones, BCA matched each dollar of staff contributions to the NAFSA Annual Fund with three dollars. The effect was to dramatically multiply the amount of money given to NAFSA. It was "up close and personal" when the most junior staff who made the smallest donations received the same acknowledgment of appreciation as those who made larger donations. Those small contributions were important to our collective effort to offer as much as we could. Most importantly was the sense of cooperation and shared accomplishment felt among all the staff.

BCA staff is doing it again! But this time we have asked our many friends and colleagues that use BCA programs to join us in an effort to increase contributions to the NAFSA Annual Fund. BCA will match—dollar for dollar—every contribution from every NAFSA member at schools that use BCA programs. In this way, BCA is encouraging small donors (and large ones) and promises to collaborate with them to double their support to NAFSA.

Since 1948 NAFSA has had an "up close and personal" relationship with thousands of international educators by providing outstand-

ing opportunities. From professional development, strong public policy outreach, and cutting-edge research, NAFSA has been key to the individual success of international educators for nearly six decades. Each successful NAFSAn has made a valuable contribution to the growth of international programs and activities on their campuses, in their organizations, within their communities, and all over the world.

I have been especially appreciative of the professional development opportunities provided to younger international educators. Newcomers to the field have grown and matured with the help and assistance of NAFSA. As I have assumed increasingly more responsibility, I am aware that the success of the organizations I have managed was due to the skill, competency, and confidence of all staff. NAFSA has provided the structure for staff to acquire the knowledge and skills necessary to their success and the success of those organizations. For every international educator who takes advantage of the professional development opportunities at NAFSA, the benefits are "up close and personal."

Central to NAFSA is strong public policy outreach and advocacy. None of us can tackle the task of advocating alone on behalf of international education. Alone, our individual voices are muted and efforts small. But when our voices and efforts are joined through NAFSA, our collective voice and action can cause institutions and governments to change policies and become supporters of international education. NAFSA advocacy on behalf of international education is you and it is me.

I hope every NAFSAn from a school that uses BCA programs will contribute to the Annual Fund. With great pleasure, BCA will match that contribution dollar for dollar. Because one dollar to NAFSA will become two, no amount is too small! Together we can double our dollars and our commitment to NAFSA.

I encourage every member to make a contribution to the NAFSA Annual Fund. Your dollar will join the dollars given by the BCA staff and family of institutions. Together we can make a statement about the value of NAFSA, the benefits we receive, and the work it does on our behalf.

— Karen Jenkins is president, Brethren Colleges Abroad (a NAFSA Global Partner).

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services to NAFSA members and their students. HTH's investment in state-of-the-art technology allows it to offer the highest levels of convenience, efficiency, security, and cost savings to its customers.

- ◆ Pass this information along to others in your national, regional, local, and campus networks and encourage your colleagues to support NAFSA in similar ways.

That's it! By doing these things you will be taking a major step in strengthening our association and helping NAFSA become a fiscally sound organization. Thank you!

— Ron Moffatt is director of the International Student Center at San Diego State University, serves on the Board of Directors, and is chair of the Development Committee.