

INNOVATION & SUSTAINABILITY in INTERNATIONAL EDUCATION



2011 **REPORT TO** MEMBERS

NAFSA

Association of
International Educators

Dear Colleagues,

This past year we have all experienced new realities and opportunities in our shared goal to advance international higher education. Severe storms and economic crises have ushered in a period of personal and professional challenge. We are thus very pleased, but not at all surprised, to witness the resolve and dedication with which NAFSA members have responded to the current climate. NAFSA remains committed to fostering comprehensive internationalization and nurturing the many leaders needed to carry out that mission. We will continue to hone our strategies, explore new opportunities, and press ahead with our vital work. And, with your help, we will continue to do it well.

Our annual conference this year in Vancouver was an outstanding success: we welcomed 8,400 attendees from around the world, showcased our largest-ever Expo Hall, and offered world-class professional development through an array of sessions, workshops, and unique learning opportunities. We have dramatically expanded our efforts to strengthen comprehensive internationalization, launching a signature report by NAFSA Senior Scholar for Internationalization John K. Hudzik, and developing a new series of articles on internationalization called Trends & Insights. We continue to expand our resources and services to assist institutions seeking to strategically manage international enrollment; we have created new resources to support internationalization of the curriculum and engagement of faculty in the internationalization process. After considerable user input, we launched our new Adviser's Manual 2.0, which has substantially improved that essential tool for international student and scholar professionals. Education Abroad Visa Help, another new online tool, facilitates communication and data collection among education abroad advisers, member experts, and consular staff. And the number of NAFSA's e-learning offerings and webinars continues to grow.

Born of necessity and commitment, our advocacy efforts are expanding. The 112th Congress has challenged activists across an array of issues, but NAFSA is making great strides with the Obama administration on several key initiatives. The new Grassroots Leadership Program is off to a terrific start, with one participant having already taken part in a significant meeting at the White House. Connecting Our World continues to grow, with well over 5,000 members advocating on behalf of international education—but we need 5,000 more! Our new student campaign via Facebook is building a generation of advocates and leaders who will transport our passion into the future.

International education is a rich and diverse field with a long history of successfully responding to challenge. Students across the globe continue to demand more and more opportunities to engage with people in countries outside of their own. Political and business leaders increasingly recognize that without international exposure, students will not be properly equipped to participate in the global economy or contribute to a more peaceful world. In spite of the adversity we face, NAFSA, its leaders, and its members stand ready to ensure that our profession succeeds in this unpredictable climate.



Sincerely,

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MISSION, VISION, AND VALUES

MISSION:

NAFSA is an association of individuals worldwide advancing international education and exchange and global workforce development. NAFSA serves international educators and their institutions and organizations by establishing principles of good practice, providing training and professional development opportunities, providing networking opportunities, and advocating for international education.

VISION:

NAFSA is the leading association in the field of international education and exchange.

VALUES:

NAFSA's members share a belief that international education advances learning and scholarship, builds understanding and respect among different peoples, and enhances constructive leadership in the global community. We believe that international education by its nature is fundamental to fostering peace, security, and well-being.

2011-2013 STRATEGIC PLAN

NAFSA's work is guided by a strategic plan, developed and refreshed annually by the board of directors. The plan announces NAFSA's vision, mission, and values, and guides the association in developing services, programs, and products to serve its members. In fulfilling its vision and mission, NAFSA organizes its goals around the organization's three strategic focus areas: influencing public policy, creating and disseminating knowledge, and maintaining a strong organization.

GOALS FOR 2011-2013:

- Be a strong advocate for public policies that promote a better world through international education and exchange.
- Support internationalization as an essential component of higher education.
- Advance NAFSA's leadership position in key knowledge areas.
- Achieve excellence in professional development and educational products, services, and conferences for international educators.
- Develop and recommend principles, guidelines, and practices for international educators.
- Ensure effective governance, leadership, communication, and coordination for the association.
- Ensure a strong administrative and financial foundation to support NAFSA's strategic growth.
- Strategically increase the membership and participant base of NAFSA.



STRATEGIC PLAN GOAL 1:

BE A STRONG ADVOCATE FOR PUBLIC POLICIES THAT PROMOTE A BETTER WORLD THROUGH INTERNATIONAL EDUCATION AND EXCHANGE.

Obama Administration Openly Supports International Education and Exchange

Despite the challenging political and budgetary environment in Washington, DC, NAFSA's engagement efforts continue to bear fruit, as the Obama administration's commitment to advancing international education and exchange remains strong. In his State of the Union address in January and remarks delivered in El Paso, Texas, in May, President Obama emphasized the need to provide ways for foreign students who attend U.S. colleges and universities to remain here after graduation and continue to contribute their talents. Homeland Security Secretary Janet Napolitano echoed these sentiments in public remarks this year. At NAFSA's annual Washington Leadership Meeting in January, Assistant Secretary of State for Education and Cultural Affairs Ann Stock applauded our efforts to advance international education and exchange and create "a better and more peaceful world."

International Education Essential to Nation's Future

In January, NAFSA released the results of a [nationwide public opinion survey](#) measuring the level of ongoing support for international education. Conducted in November 2010, the results showed Americans, by strong margins, believe international education is critically important to our nation's future, a particularly significant finding at a time when economic uncertainty is of great concern to many Americans.

Budget Climate Impacts Federal Funding for International Education

With the national conversation consumed by talk of deficit reduction, no government program has escaped pressures to economize. In Fiscal Year 2011, funding for U.S. State Department educational and cultural exchange programs was reduced by nearly 6 percent, and funding for the U.S. Education Department's international education programs was reduced by 40 percent. On a positive note, NAFSA, along with other higher education and student aid organizations, successfully protected Pell grants from serious cuts. In solidarity with the peace-building community, NAFSA also successfully defended the U.S. Institute of Peace from being entirely defunded. The FY 2012 budget debates are underway, and NAFSA will continue to advocate its support of funding for international education and exchange programs and like-minded institutions such as the Peace Corps.

Immigration Reform Remains a Top Priority

Although nationally there is near universal agreement that immigration reform is needed, the U.S. Congress has been unable to reach an agreement on the “how.” The Development, Relief, and Education for Alien Minors (DREAM) Act of 2011 was reintroduced in both the House and Senate in May and NAFSA Executive Director and CEO Marlene Johnson submitted testimony before a Senate hearing on the bill in June. In August, the Obama administration announced its strategy to prioritize limited resources on deporting criminals and those who are threats to national security. This is a double victory for NAFSA advocacy: it provides a measure of relief for undocumented students brought to the United States as children and it marks the beginning of a risk-based strategy for the Department of Homeland Security. Absent federal action, state governments are stepping forward to address immigration reform in varying ways. NAFSA this year developed [resources](#) for use in advocating for pro-immigration policies at the state level. However, as immigration is a federal issue, NAFSA will continue to put pressure on federal policymakers to address this problem.

Study Abroad Viewed as Essential

NAFSA continues to make the case that study abroad is an essential component of U.S. higher education and campus internationalization and we achieved a significant win earlier this year with the decision by the Obama administration to lift restrictions on academic travel to Cuba. This is something NAFSA has been advocating for since travel regulations were tightened in 2004. NAFSA continues to support the Senator Paul Simon Study Abroad program to increase access to quality study abroad programs for significantly more students. Although no legislation is currently pending in Congress, Senator Richard Durbin (D-Ill.) remains committed to the initiative and opportunities to move it forward.

Grassroots Engagement and Activity Grows

In its inaugural year, participation in NAFSA’s online advocacy community, [Connecting Our World](#), grew by nearly 1,500 activists. This was the result of various advocacy and outreach campaigns on behalf of international education and exchange. This year, NAFSA established the Connecting Our World Grassroots Leadership Program ([GLP](#)), an initiative designed to provide training and resources to help members facing public policy challenges at the state and local levels. NAFSA recently launched a [“Students Connecting Our World”](#) campaign to engage U.S. college students on study abroad.



STRATEGIC PLAN GOAL 2: SUPPORT INTERNATIONALIZATION AS AN ESSENTIAL COMPONENT OF HIGHER EDUCATION.

New Resources on Comprehensive Internationalization

NAFSA published [Comprehensive Internationalization: From Concept to Action](#), a significant refocusing of the internationalization discussion. A 2010 NAFSA task force called for such a paper, which was authored by NAFSA Past President John K. Hudzik of Michigan State University.

Annual Conference Offerings

At NAFSA's 2011 Annual Conference & Expo, more than 20 of the 180 sessions related directly to the internationalization of higher education. Designated networking times for senior international professionals from varying institutional types allowed for rich exchanges of ideas. A new seminar on world trends in higher education helped define opportunities and challenges for the field.

Engaging Knowledge Communities and Regions

NAFSA's knowledge communities' planning efforts for 2012 incorporate relevant internationalization material into their specific knowledge community products and services. Planning for the 2012 regional conferences also includes a focus on internationalization topics.

NAFSA Senior Fellows for Internationalization

NAFSA appointed its first five [Senior Fellows for Internationalization](#) to add broad perspectives to NAFSA's internationalization work and complement the activities of the knowledge communities. Respected leaders in the field, each contributes regularly to the intellectual discourse surrounding internationalization through [Trends & Insights](#) columns and forthcoming Focus Papers.

Continuing Collaboration with Other Associations

NAFSA's collaboration with the [Institutional Network on Campus Internationalization](#) continues. NAFSA leaders and staff have presented the association's materials at international and U.S. conferences.

STRATEGIC PLAN GOAL 3: ADVANCE NAFSA'S LEADERSHIP POSITION IN KEY KNOWLEDGE AREAS.

Knowledge Communities

The Education Abroad Knowledge Community ([EA KC](#)) developed conference programming for professionals in senior positions at their institutions and posted more than a dozen resources in the Education Abroad Knowledge Community Network. NAFSA's Health and Safety Subcommittee provided timely information during the earthquake/tsunami crisis in Japan, and the Work, Internship, Volunteer Abroad (WIVA) Subcommittee developed a resource to assist institutions in expanding these popular programs. The Center for Capacity Building in Study Abroad ([CCB](#)) Network provided ideas, models, and other resources to senior study abroad professionals and senior administrators to support their success.

The International Education Leadership Knowledge Community ([IEL KC](#)) continued its successful networking sessions by institution type at the 2011 annual conference. The Liberal Arts Internationalization Leaders (LAIL) workspace was created for senior international officers from liberal arts colleges. The Symposium on Leadership, which focused on reimagining organizational models for internationalization, attracted 160 attendees and yielded a new publication, *Internationalization: Where Have We Been and Where Are We Going?* The IEL KC team delivered three popular workshops for senior international educators: Leadership for Comprehensive Internationalization, Institutional Politics, and Fundraising.

The Knowledge Community for International Student and Scholar Services ([KC ISSS](#)) developed a Web resource, [Comprehensive Resource on Crisis Management for the International Student and Scholar Services Office](#), featuring recommended checklists of action items to follow when facing crises involving international students and scholars. KC ISSS developed several other Web-based resources on topics such as the H-1B process, J student interns, SEVIS recertification, Form I-129 Export Attestation, and guidelines on federal taxes for student and scholar advisers. The KC ISSS Buddy Program launched at NAFSA's 2011 annual conference. The Buddy Program matches newcomers with veteran ISSS attendees to help them navigate the conference.

The Recruitment, Admissions, and Preparation Knowledge Community ([RAP KC](#)) expanded its offerings on international enrollment management ([IEM](#)) with new workshops, sessions, and online resources appealing both to those new to admissions and recruitment processes as well as experienced international educators and admissions professionals. It also hosted successful online collegial conversations around the new accreditation requirement for intensive English programs and crisis management related to sponsored students.

The Teaching, Learning, and Scholarship Knowledge Community ([TLS KC](#)) launched the online [Review of Global Studies Literature](#), offering a wide array of book reviews providing perspectives on the intersections of international education, globalization, international studies, and foreign policy. It also created new resources around internationalizing curriculum and engaging faculty in the internationalization process.



STRATEGIC PLAN GOAL 4: ACHIEVE EXCELLENCE IN PROFESSIONAL DEVELOPMENT AND EDUCATIONAL PRODUCTS, SERVICES, AND CONFERENCES FOR INTERNATIONAL EDUCATORS.

Adviser's Manual

[NAFSA Adviser's Manual Version 2.0](#) was released in May 2011. More than 3,000 current subscribers were automatically given access to the new release, which includes expanded search functionality, faster downloads, and the ability to access content on most mobile devices. New interactive tools let users set their own personal start page, bookmark or print sections, keep personal or group notes, e-mail links to colleagues, and receive notices of content updates.

IssueNet

Professionals working in education abroad, international student and scholar advising, and international enrollment management used [IssueNet's](#) online tools more than 1,000 times during the year to report their concerns about government regulations that impact student mobility. Following up on their concerns, the Education Abroad Consular Affairs Liaison subcommittee answered questions and assisted advisers through outreach to visa officers at consulates, and posted education abroad visa updates on NAFSA's Web site. NAFSA's Regulatory Ombuds liaised with USCIS Service Centers to resolve issues related to international students and scholars. IssueNet submissions also informed [NAFSA's outreach with U.S. government agencies](#), including content direction for comment letters.

NAFSA Learning Events

Following the successful 2010 debut of NAFSA e-Learning with the inaugural course [F-1 Student Advising](#), NAFSA launched two new e-learning courses in 2011: [Introduction to Armchair International Student Recruitment](#) and [Introduction to Education Abroad Advising](#).

NAFSA doubled the number of [webinars](#) it offered this year, an indication of both the medium's popularity and the need for timely information. Topics ranged from comprehensive internationalization to international student retention.

NAFSA's popular [Core Education Program](#) brought workshops for new and experienced professionals to the annual conference, NAFSA regional conferences, and on-demand venues. Current Topics Workshops addressed both the basics and advanced aspects of international enrollment management at the annual conference in Vancouver. Other workshop topics included internationalizing the curriculum, recruiting students from China, and transatlantic joint degrees.

Publications

NAFSA released a revised edition of the student booklet *Health and Wellness for International Students, Scholars and Their Families*, and the booklet *Study Abroad: Making it Happen*. *The Online Guide to Educational Systems Around the World* was expanded again and now includes more than 100 country profiles. *Internationalizing the Campus 2010*, the annual publication highlighting recipients of the Senator Paul Simon Award for Campus Internationalization, garnered the Gold EXCEL Award in the category of special publications from Association Media & Publishing.

International Educator Magazine

For the sixth consecutive year, *International Educator* received national recognition, winning APEX awards for feature story design and for feature series writing and EXCEL awards for column writing and general excellence. The September/October 2011 issue included a new supplement on international enrollment management.

NAFSA.News

NAFSA's weekly electronic newsletter, distributed to nearly 10,000 members each Tuesday, provided updates on breaking news and trends in the field of international education, association news, federal policy and regulatory developments, and professional development resources. [NAFSA.news](#) was redesigned in 2011 to provide readers with a user-friendly and more modern, appealing template.

2011 Annual Conference Successes

The NAFSA Annual Conference & Expo in Vancouver, British Columbia, Canada, was a special celebration of international education that focused on higher education innovation and sustainability—all in a spectacular setting. More than 8,000 attendees from more than 100 countries participated, and 400 exhibitors shared their latest services, programs, and products that advance international education and exchange. Thirty-nine countries provided information on their higher education systems, universities, and international education programs in their large and colorful exhibits. The annual conference included special colloquiums on internationalizing teacher education and business education. Additional colloquiums on internationalizing the curriculum will be offered at the 2012 Annual Conference.

NAFSA's 2012 Annual Conference & Expo will be held in Houston Texas, May 27 to June 1. Join us to explore [Comprehensive Internationalization: Vision and Practice](#).



STRATEGIC PLAN GOAL 5: DEVELOP AND RECOMMEND PRINCIPLES, GUIDELINES AND PRACTICES FOR INTERNATIONAL EDUCATORS.

NAFSA'S Statement of Ethical Principles

The Ethics Implementation Task Force, with broad representation from the regions and the knowledge communities, developed recommendations for incorporating the tenets of the Statement of Ethical Principles in NAFSA's new leader orientation and throughout the association's networks and publications. The ethics coordinator and Membership Committee communicated the *Statement of Ethical Principles* ([SOEP](#)) to members.

The following is a sampling of *recommendations* of the Ethics Implementation Task Force, grouped by the party responsible for implementation within the association:

Vice Presidents

- The Vice Presidents for Member Relations and Education & Professional Development should track how the SOEP is being incorporated into the work plans of all groups under their purview and share findings with the Ethics Coordinator.

Leadership Development Committee

- Ensure that the SOEP is incorporated into the New Leaders Orientation. Additionally develop a way to provide the information to current leaders who attended New Leaders Orientation prior to the addition of the SOEP to the agenda.

Annual Conference Committee

- Revise the current prompt related to Ethics on the annual conference session proposal form, if necessary, to ensure that it directs session proposers to reference the SOEP in completing this section.

Training Coordination Subcommittee

- Ensure that all foundations training workshops incorporate the SOEP as part of the curriculum.

Knowledge Communities (KCs)/Networks

- Knowledge Community Liaisons will link to SOEP from each KC's home network page and from the main network page for all KCs.

Regions

- Ask session presenters to incorporate the SOEP into their sessions at regional conferences where appropriate.

Staff

- Ensure the SOEP is included in all NAFSA orientation programs, including Newcomers Orientation sessions at regional and annual conferences.

STRATEGIC PLAN GOAL 6:
ENSURE EFFECTIVE GOVERNANCE, LEADERSHIP,
COMMUNICATION, AND COORDINATION FOR
THE ASSOCIATION.

Leadership Development

NAFSA's leadership continued to solicit volunteer leaders for their input into nominating and selecting emerging member-leaders for important positions. NAFSA engages in a continuous process of leadership development and cultivation.

New Directions for Volunteer Recruitment

According to the American Society of Association Executives' Decision to Volunteer research, the number one reason members don't volunteer is "a lack of information about the opportunities." A transparent understanding of volunteer opportunities increases participation from members, and begins with a clear understanding among member-leaders and staff about the strategic value of volunteers. NAFSA's Leadership Development Committee (LDC) recognizes these challenges and is proactively responding to them.

The LDC modified the open positions calendar to get an earlier start on the recruitment process, moving much of the identification and cultivation process from a January 2012 start to a September 2011 start. They created leadership development programming and secured session slots at 10 NAFSA regional conferences in 2011. The LDC also created a "Get Involved. Become a Leader!" Web button to advertise NAFSA's volunteer opportunities throughout the NAFSA Web site.

Nearly 500 dedicated members volunteered to serve the association at both the regional and national level as member-leaders. These member-leaders are the heart of the association and are critical in maintaining NAFSA's role as the premier and largest association dedicated to international education and exchange and student mobility.

Recognizing that international educators have a diversity of interests, experiences, and expertise to share, the Expertise Profile was re-named the Profile of Interest, Experience, and Expertise (PIEE). The PIEE measures a continuum of skills and interests.



STRATEGIC PLAN GOAL 7: ENSURE A STRONG ADMINISTRATIVE AND FINANCIAL FOUNDATION TO SUPPORT NAFSA'S STRATEGIC GROWTH.

NAFSA's Financial Picture

A [detailed financial report](#) shows NAFSA's fiscal strength resulting from a strong membership roll, record attendance at the 2011 Annual Conference, and strong support from member donors, sponsors, and Global Partners. All continue to provide the means to invest in important services for international educators.

New Revenue Development

In 2011, fees from NAFSA's Global Partnership Program yielded more than \$550,000 in revenue, and Global Partners contributed a significant proportion of the revenue earned from annual conference exhibitors, sponsors, and *International Educator* magazine advertisers.

Now in its second year, NAFSA's online [International Education Marketplace](#) provided another growing source of supplemental revenue. This enhanced online supplier directory lets international educators easily search a comprehensive listing of products and services from vendors and businesses engaged in international education or exchange.

NAFSA assesses every year the unique marketing opportunities that our annual conference host city and its convention center offers. In 2011, selling digital advertising throughout the Vancouver convention center raised additional revenue.

NAFSA members and supporters donate to NAFSA each year through a variety of individual giving campaigns, including the Annual Conference Campaign, the Year-End Campaign, and the Every Leader Campaign.

Visit www.nafsa.org/statement11 for NAFSA's Audited Statement of Financial Position and Audited Statement of Activities.

STRATEGIC PLAN GOAL 8: STRATEGICALLY INCREASE THE MEMBERSHIP AND PARTICIPANT BASE OF NAFSA.

Growing Association Engagement

NAFSA continued to grow this year, with the association serving more than 9,500 professional members from 149 countries, providing relevant and timely services to more than 3,500 institutions and organizations.

Among the association's 9,500-plus members, 1,200 are based outside the United States, an increase of 2 percent in 2011. Among the members based outside the United States, the largest groups reside in Canada, the United Kingdom, Australia, Japan, and India. In addition, there are a number of NAFSA members born outside the United States who now work in the United States, and a number of NAFSA members are U.S. citizens who work in other countries.

All NAFSA members receive an automatic membership in their NAFSA region as a benefit of their national membership. This is so important because NAFSA's 11 U.S. regions provide the grassroots strength of the association. In 2010, more than 4,000 international educators, both members and nonmembers, participated in NAFSA's regional conferences in different locations throughout the United States.

There is a wide range of engagement opportunities within the 30 NAFSA Member Interest Groups (MIGs). MIGs are communities of NAFSAs with a shared interest in a specific international education subject matter, geographic location, or type of institution. Getting involved in one or more of the member interest groups is a personal way to connect with other international educators with whom a member shares common interests. MIGs are informal groups by design and members focus their energies on a variety of network and information sharing activities both online and face-to-face at conferences.

NAFSAs continued to seek advice and share their thoughts by participating in one or several of NAFSA's 16 professional networks, which are sponsored by NAFSA's five knowledge communities. Members discover new ideas, practice resources, relevant training and events, and the latest news about their professional practice areas. These networks provide up-to-date dynamic member-to-member communications through individualized online discussion forums, news features, and document sharing. During the first three quarters of 2011, more than 2,500 posts took place among the members within these networks.

Participants at NAFSA's annual conference form part of the large community of international educators from around the world. The conference provides a critical venue for members and nonmembers alike for networking, partnership building, and learning across borders and systems of education.

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