



STRATEGIC PLAN 2012-2014

As approved by the Board of Directors, March 19, 2011

VISION

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

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.

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.

GOALS & OBJECTIVES

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. The goals for 2012-2014 are:

GOAL 1: BE A STRONG ADVOCATE FOR PUBLIC POLICIES THAT PROMOTE A BETTER WORLD THROUGH INTERNATIONAL EDUCATION AND EXCHANGE.	
1.1	Advance international education—connecting students, scholars, educators, and citizens across borders—as essential to constructive U.S. global engagement and to peace, security, and well-being in the United States and the world.
1.2	Strengthen relationships with Congress and the Executive Branch, and establish NAFSA as an indispensable resource of information and guidance on international education policy.
1.3	Enhance NAFSA’s leadership in media and grassroots advocacy on behalf of international education by leveraging new and innovative strategies to engage a broader public and expand the Association’s impact.
1.4	Ensure the global competency of U.S. college graduates through public policies to establish study abroad as a pillar of U.S. higher education, to provide greater international service learning and internship opportunities, and to promote foreign language learning and area studies.
1.5	Promote public policies that attract a diverse pool of international students and scholars, including underserved populations, to further our common capacity to work together to meet global challenges and opportunities.
1.6	Promote immigration policy in Congress and with the Department of Homeland Security that is open, accessible and attractive to the world’s best talent and future leaders.
1.7	Promote international education as an essential component of state-level internationalization and competitiveness.
1.8	Promote freedom of academic travel.
1.9	Maintain NAFSA as an indispensable source of guidance to U.S. government agencies in forming regulations and practice policies affecting student and scholar mobility.

1.10	Continue to utilize coalitions with organizations such as higher education, immigration, policy, and business associations in strategic support of NAFSA's policy agenda.
GOAL 2: SUPPORT COMPREHENSIVE INTERNATIONALIZATION AS AN ESSENTIAL COMPONENT OF HIGHER EDUCATION.	
2.1	Establish NAFSA as an indispensable resource for developing internationalization strategies among higher education policy makers, leaders, faculty, and international educators.
2.2	Develop resources and opportunities to equip international educators to foster and sustain internationalization.
2.3	Encourage outcomes assessment and disseminate research findings related to the impact of international education on individuals, institutions, society and the global workforce.
2.4	Establish NAFSA as a recognized resource in the delivery of analysis about major trends that affect comprehensive internationalization.
GOAL 3: ADVANCE NAFSA'S LEADERSHIP POSITION IN KEY KNOWLEDGE AREAS.	
3.1	Enhance NAFSA's position in international student and scholar services; regulatory practice; education abroad; and recruitment, admissions, and preparation by anticipating and creatively addressing emerging issues and trends.
3.2	Establish NAFSA as a leader in teaching, learning, and scholarship as related to international education; international educational leadership; and international enrollment management by producing programs, products, and services for those engaged in these areas.
GOAL 4: ACHIEVE EXCELLENCE IN PROFESSIONAL DEVELOPMENT AND EDUCATIONAL PRODUCTS, SERVICES AND CONFERENCES FOR INTERNATIONAL EDUCATORS.	
4.1	Maintain high quality products, services and conferences by identifying emerging professional needs, responding to a variety of learning styles and utilizing state-of-art presentation methods.
4.2	Continually assess market viability in order to prioritize the development of products and services.
4.3	Adopt innovative and interactive technologies in the development and delivery of the professional learning products, services and conferences.
4.4	Create opportunities for valuable professional networking using a combination of in-person and virtual media.
4.5	Emphasize theory-to-practice integration throughout the knowledge community areas.
4.6	Serve as a resource to, and utilize the resources of, international educators based outside the U.S.
4.7	Expand the knowledge base of international educators in the area of peace and justice.
GOAL 5: DEVELOP AND RECOMMEND PRINCIPLES, GUIDELINES AND PRACTICES FOR INTERNATIONAL EDUCATORS.	
5.1	Establish and renew principles for international educators and develop guidelines and model practices for specific professional domains.
5.2	Disseminate and promote these principles, guidelines and practices widely.
GOAL 6: ENSURE EFFECTIVE GOVERNANCE, LEADERSHIP, COMMUNICATION, AND COORDINATION FOR THE ASSOCIATION.	
6.1	Employ a planning process that aligns strategy, work effort, structure, and resources.
6.2	Periodically assess board governance and the effectiveness of member leadership systems.
6.3	Recruit and orient skilled, creative, and diverse board members, member leaders and staff who work in partnership to carry out the work of the Association.
6.4	Build capacity in technologies, including interactive technologies, to ensure effective and efficient products, services and communications.

GOAL 7: ENSURE A STRONG ADMINISTRATIVE AND FINANCIAL FOUNDATION TO SUPPORT NAFSA'S STRATEGIC GROWTH.	
7.1	Ensure adequate financial resources from diverse sources for the sustainability, autonomy, and leadership role of the Association.
7.2	Achieve substantial and sustainable growth of non-dues revenue by establishing mutually beneficial partnerships between NAFSA, the private sector and other entities.
7.3	Provide the resources needed to make NAFSA a high performing organization marked by strong human resources, robust administrative systems and budgetary integrity; and do so in an environmentally sustainable manner.
GOAL 8: STRATEGICALLY INCREASE THE MEMBERSHIP AND PARTICIPANT BASE OF NAFSA.	
8.1	Manage member growth strategically, consistent with NAFSA's core competencies, and with annual review of strategy by the board.
8.2	Strengthen the communication of the value proposition of membership and participation to members, potential members and institutional decision-makers.
8.3	Manage nonmember participant growth strategically, consistent with NAFSA's core competencies, and with annual review of strategy by the board.