MEMBER INTEREST GROUPS

Handbook for MIG Leaders and Organizers
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Introduction

NAFSA: Association of International Educators supports and encourages the formation of Member Interest Groups of Association members and like-minded individuals. The following Handbook is designed to assist Member Interest Group Leaders and those interested in forming new Member Interest Groups as they seek to promote the sharing of information and experiences with their members and professional colleagues throughout the Association.

A Member Interest Group (MIG) is defined as any group of Association members and like-minded individuals who hold a shared interest in a specific topic related to international education. A MIG may be organized around subjects pertaining to the dimensions of one’s institutional affiliation, passions held outside of them, or core aspects of one’s identity.

Having organized to pursue a common interest, a MIG has applied for and received recognition through a process managed by NAFSA’s MIG Liaison, who serves on the Membership Engagement Committee and works with NAFSA staff to support MIG Leaders. MIGs and their activities must be open to all NAFSA members and interested parties.

Upon recognition by the Membership Engagement Committee, MIGs are provided with a Web-based virtual community and with meeting space at the Annual Conference & Expo. The MIG community, both virtual and at the Conference, is open to both NAFSA members and other participants. MIG Leaders are NAFSA members familiar with the vision, mission, and values of the association, the scope of resources available to the field and with the overall structure of the volunteer member leader groups.

This Handbook outlines how to obtain recognition from NAFSA’s Membership Engagement Committee, describes the responsibilities a MIG must meet to maintain that recognition, and provides an overview of resources related to MIGs. All MIG Leaders are expected to review the Handbook annually to keep current with updates, policies, and procedures.

Contacts for MIG Leaders:

E-mail mig@nafsa.org for inquiries regarding starting a new MIG, questions about MIG procedures and contacting staff responsible for MIGs. Messages are forwarded to NAFSA’s MIG Liaison or other leaders and staff as needed.

Diane Elton, MIG Liaison, Membership Engagement Committee
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Regais Wilson, Associate Director, Volunteer Leadership Development (Staff Partner for MIGs)
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NAFSA Leaders and Resources
www.nafsa.org/leaders E-mail: leadership@nafsa.org

NAFSA Webmaster
E-mail: mig@nafsa.org
NAFSA Leadership Skills

Strategic Leadership Skills
Strategic leadership skills call leaders to think proactively and build strategy that encompasses aspiration, innovation, and direction. With eyes on the horizon, a strategic leader consistently seeks clarity around the questions: Why are we here? Whom do we serve? What value do we provide? What do we do next?

| Building a Future Vision | □ Evaluate the group’s purpose, mission, contributions, and goals within NAFSA’s strategic plan and standing rules |
| □ Ascertain emerging trends that may impact constituents |
| □ Identify future leaders |
| □ Energize constituents through a shared future vision |

| Engaging Positive Change | □ Identify opportunities |
| □ Brainstorm and problem-solve |
| □ Advocate on behalf of constituents |
| □ Celebrate success |

| Setting Direction | □ Define strategic priorities based on NAFSA mission and vision |
| □ Prioritize and articulate annual goals and activities for work plan |
| □ Identify and align talent to fulfill goals |

Operational Leadership Skills
Operational leadership skills are those skills that inspire confidence among your constituency and team. Leaders must execute a strategic plan demonstrating predictability, order, and results.

Developing Structure
□ Set and implement procedures
□ Establish timetables, calendars, workflow to achieve goals
□ Communicate benchmarks and accountability measures
□ Budget resources

Organizing Volunteers
□ Establish expectations among the team and fill roles
□ Gain commitment/accountability
□ Empower/delegate responsibility
□ Recognize volunteers

Monitoring Performance
□ Oversee progress and meet stated objectives
□ Assess volunteer needs and appropriately intervene and/or direct as the situation requires
□ Address constituent/team needs and requests

Personal Leadership Skills
Personal leadership skills are how you embody your leadership role. The Greeks used the term “ethos” to describe a leader’s ability to instill confidence among constituents. Personal leadership skills encompass how well you assert yourself as a leader, how well you communicate your message, and how well you manage the work and stress level.

Cultivating Your Leadership Style
□ Monitor personal impact
□ Connect with and garner feedback from constituents/team
□ Seek opportunities to improve skills

Communicating Effectively
□ Listen intentionally
□ Facilitate meetings, both in person and online
□ Broadcast essential information to constituents/team

Managing Leader Responsibilities
□ Monitor and balance volunteer responsibilities among other priorities
□ Establish and maintain parameters and expectations around your leader role
□ Maintain energy and poise throughout your tenure
□ Connect your leadership skills/experiences back to your institution
How to Form a Member Interest Group (MIG)

Proposal
To request recognition as a MIG from NAFSA’s Membership Engagement Committee, a group must submit a formal proposal via this online form https://app.smartsheet.com/b/form?EQBCT=b13e2408421f4295a5063865185b7335 to NAFSA’s MIG Liaison. At least one petitioner seeking to form a MIG must be a NAFSA member.

The proposal must include the following:
1. Proposed name for the MIG
2. Name and contact information for the person(s) submitting the proposal
3. Name and contact information for the current NAFSA member(s) serving as the MIG Leader(s)
4. Subject area or mission/reason for forming the MIG
5. Anticipated membership and activities
6. Plans for sustaining the MIG’s activity level and leadership structure
7. Ways in which the MIG will support the Mission, Vision, and Values of NAFSA (Refer to http://www.nafsa.org/About_Us/About_NAFSA/Mission_and_Vision/Mission_Vision_Values/)

The initial proposal must be submitted using the online form for staff and MIG Liaison review prior to gathering signatures. Upon review and approval of the proposal, signatures may be gathered as described below:

Signatures
1. The proposal must be endorsed by at least one percent (1%) of the NAFSA membership, based on the number of members as of the preceding January.
2. Endorsements may be collected electronically via email, submitted in one spreadsheet, and must include the following:
   a. Member First and Last Name
   b. E-mail Address
   c. NAFSA Member ID number (available at www.nafsa.org/mynafsa)
   d. Institutional/Organizational Affiliation

Proposal Review
1. The membership-endorsed proposal is reviewed for approval by the MIG Liaison and, subsequently, the Membership Engagement Committee (MEC) once all signatures have been verified.
2. The MIG Liaison will correspond with the petitioner(s) during the approval process.
3. The MEC will take into consideration the stated purpose of the petitioning MIG and its fit within NAFSA’s mission, vision, and values and strategic plan. In some cases, questions, clarification, and edits may be needed. The Member Engagement Committee will review the proposal within 90 days.

Approval Process
1. Follow up on the status of the proposal can be emailed to mig@nafsa.org, after 120 days of submission.
2. If approval is granted, further instructions and next steps will be communicated.
3. If approval is not granted, further instructions and next steps will be communicated.
Association Recognition

MIGs are established in accordance with procedures and requirements set forth in the NAFSA’s bylaws and standing rules.

NAFSA Bylaws Article V, Section F: Member Interest Groups
Any group of members with an interest in a particular activity related to international education or related to international education and exchange at a specific type of institution may apply to form a Member Interest Group (MIG). Such groups are subject to approval and supervision by the Membership Engagement Committee.¹

NAFSA Standing Rule IX, Section E: Member Interest Groups (MIGs)
1. Establishing a MIG
A Member Interest Group (MIG) may be established if a group of NAFSA members identifies a common interest related to international education at a specific type of institution, and if the group wishes to organize itself to create a means to pursue the common interest.

   a. To gain recognition as a MIG, a group must submit a proposal with no less than 1% of the membership as of the preceding January to the Membership Engagement Committee requesting recognition.
   b. A proposed MIG may not duplicate the focus of an existing leadership group within the NAFSA structure.
   c. MIGs may propose workshops, publications, and sessions for the Annual National Conference.
   d. MIGs may propose policy positions for consideration to the Vice President for Professional Development & Engagement, who will consult with the Vice President for Scholarship & Institutional Strategy when such proposals relate to the knowledge communities under that vice president’s purview.

2. Reporting
Each MIG shall present annually to the Membership Engagement Committee a report of its activities during the past year, including a statement of purpose and the number of participating members. The report shall describe in specific terms how the MIG has advanced NAFSA’s goals and mission, promoted its values, and met the objectives of the Strategic Plan. Failure to submit annual reports for two (2) consecutive years will result in the termination of the MIG.

3. Review
The status of each MIG shall be reviewed initially by the Membership Engagement Committee at the end of the third (3rd) year of the MIG’s existence. Thereafter, the status of each MIG shall be reviewed every five (5) years. The Membership Engagement Committee reserves the right to review the status of any MIG as it deems necessary, but not less frequently than stipulated above.

4. Fundraising
Any fundraising activities of a MIG must conform to NAFSA’s Member Interest Group’s Fundraising Guidelines located in the reference section of this Handbook.

¹ In NAFSA Standing Rule VIII, Section E, the Membership Engagement Committee is assigned the outcome accountability of managing the approval and review of the Member Interest Groups (MIGs). NAFSA Bylaws: https://www.nafsa.org/ /File/ /bylaws.pdf NAFSA Standing Rules: https://www.nafsa.org/ /File/ /standingrules.pdf
Developing and Sustaining your Community

MIG Leaders are encouraged to communicate regularly with members throughout the year utilizing a variety of platforms, such as discussion forums, web meetings, and e-mail. The Association supports MIGs by providing a community on the NAFSA Web site. It is important to post and maintain current information; this information should be regularly reviewed by MIG Leaders or their designate(s). A MIG’s leadership must have at least one NAFSA member.

To launch a MIG community, the MIG Leader provides the following to NAFSA at mig@nafsa.org:
1. Full name of MIG
2. Name and Photo (color headshot) of the MIG Leader(s)
3. Short description of the purpose of the MIG (2-3 sentences)
4. Documents to be included in the MIG community Resource Library:
   a. Approved MIG Proposal
   b. Meeting notes/agendas as available
   c. Any additional reference/resource documents

- For additional guidance on how to make the most of your MIG online community, please consult the Network.NAFSA section in this Handbook.
- MIG Leaders may also wish to utilize social media, such as Facebook or LinkedIn, to promote and communicate with MIG members. If social media will be used, be sure to consult and adhere to the Shared Expectations noted in this Handbook.
- Additional suggestions for forming and maintaining a robust MIG membership include scheduling an Open Meeting at the Annual Conference & Expo. MIG Leaders will be contacted regarding the Open Meeting process in each fall.
- MIG activity is encouraged at the regional level through the Regional Affairs Committee and/or through individual regions. www.nafsa.org/regions
- Changes in MIG Leadership must be submitted via the MIG Leader Change Form posted at www.nafsa.org/migs within 30 days of the change.

Maintaining MIG Status

Annual Report
All MIGs are required to complete and submit an Annual Report due by November 15 – November 30. A sample Annual Report form is included in the Forms section of this Handbook, and the current form is made available electronically in October each year. The completed Annual Report must be submitted electronically. Any supplemental materials may be submitted by e-mail to mig@nafsa.org.

Leadership
Key to the sustainability of any MIG is its leadership structure, and a number of different models (i.e., a chair stream or co-chairs) have proven effective over the years. While NAFSA does not proscribe what dimensions that leadership structure takes, a MIG must have at least one NAFSA member in its leadership. MIGs who currently have no member leader must add a NAFSA member to their leadership teams. Changes to MIG leadership should be submitted via email within 30 days to mig@nafsa.org. https://app.smartsheet.com/b/form?EQBCT=a3fe4892bf85481da2e60f164aceca58

Dissolving a MIG
Certain conditions may lead to the dissolution of a MIG. The first would be voluntary dissolution by the MIG’s leader(s) and/or members. This could occur if, for example, two MIGs decided to merge, thereby eliminating one group. Alternatively, a MIG could be dissolved should its members decide there is no longer a need or interest in maintaining the group. Through the Membership Engagement Committee, NAFSA also reserves the right to dissolve any MIG that has failed the review process and/or neglected to submit two (2) consecutive Annual Reports, as per NAFSA Standing Rule IX, Section E, Subsection 2.
Role of a MIG Leader

- Identify MIG Leader(s) and ensure one MIG Leader maintains NAFSA membership
- Clarify and sustain a MIG Leadership structure
- Maintain MIG communication and engagement with MIG members through Network.NAFSA, etc.
- Engage with MIG members at NAFSA Annual Conference & Expo and/or Regional Conferences via Open Meetings
- Hold MIG activities throughout the year with MIG members, NAFSA regions, or other MIGs
- Identify issues in International Education for the MIG membership
- Participate in quarterly MIG Leader Calls
- Submit MIG Annual Report by the deadline
- Submit changes in MIG Leadership within 30 days
- Attend the MIG Leader Luncheon at the Annual Conference & Expo (as available)
- Contribute to relevant NAFSA goals

As a MIG Leader you will be added to the MIG Leader Community, where you will have access to current MIG Leader resources including announcement and past MIG Leader call and meeting information. NAFSA will use this community to communicate valuable information, including the monthly MIG Leader roster. Feel free to use this resource to reach out to fellow leaders for support and information sharing. This is a confidential document and is not to be shared or used for marketing.

MIG Leadership Changes
Please submit the MIG Leader Change Form https://app.smartsheet.com/b/form?EQBCT=a3fe4892bf85481da2e60f164aceca58 when changes in MIG leadership occur. Visit www.nafsa.org/migs for access to the form. All questions regarding leadership can be directed to mig@nafsa.org.

Important MIG Dates

Memorial Day Week (end of May - early June): Annual Conference & Expo - host MIG Open Meetings & attend the MIG Leader Luncheon (http://www.nafsa.org/annualconference)

June: Regional conference session proposal process opens (http://www.nafsa.org/regions)

July/August: Post-Conference MIG Survey & Debrief (use online form)

Early August: Annual Conference & Expo Session and Workshop proposals due (http://www.nafsa.org/annualconference)

September - October: Annual Conference & Expo MIG Open Meetings arranged

October: MIG Annual Report template available

October - November: NAFSA Regional Conferences (http://www.nafsa.org/regions)

November 15 - November 30: Annual Report due (submit online form)

Early December: Annual Conference & Expo Poster Session proposals due (http://www.nafsa.org/annualconference)

Please note: MIG Leader Calls will be scheduled quarterly or as determined by the MIG Liaison.
Shared Expectations

**Association Support & Fundraising**
MIGs are member-based grassroots communities and, as such, do not receive funding from the association’s annual budget. MIGs may fund activities in any manner that does not conflict with the mission of NAFSA or the legal tax status of the organization. All revenue-generating activities must comply with NAFSA’s Member Interest Group’s Fundraising Guidelines located in the reference section of this Handbook.

NAFSA staff assists the Membership Engagement Committee in carrying out its review of proposed and continuing MIGs, assists the MIG Liaison with Annual Conference & Expo preparation, and supports the Web community requested by approved MIGs.

**Representation, Trademark, & Branding**
MIGs may represent themselves as NAFSA membership entities, propose publications, encourage their members to submit articles for NAFSA publications, and use information dissemination means following established NAFSA guidelines. MIG publications distributed within and beyond the MIG membership bearing NAFSA’s name, acronym, or logo must be reviewed by NAFSA’s Communications and Advancement staff. Any publications may be forwarded to mig@nafsa.org for review prior to distribution. Please see the NAFSA’s Member Interest Group Brand Guidelines in the reference section of this Handbook for further details.

**Annual Conference & Expo Programming**
A MIG may propose a workshop or conference session at the Annual Conference & Expo in accordance with the general conference call for proposals. Workshop and conference session proposals will be evaluated in accordance with the guidelines and deadlines set forth by the Annual Conference Committee (ACC). MIGs may also propose interactive discussions for the Career Center as well as sessions for NAFSA Regional Conferences.

**Meetings at the Annual & Regional Conferences**
The Membership Engagement Committee encourages all MIGs to take advantage of the gathering of international educators at NAFSA’s regional and annual conferences. Annual Conference & Expo staff will secure meeting rooms for groups who wish to gather at the annual conference site. Scheduling a MIG Open Meeting at the Annual Conference & Expo is available to those who have submitted annual reports by the deadline. If an annual report is not submitted, the MIG will forfeit its open meeting space, and the meeting will be removed from the schedule. Meeting times, room set-up, and A/V requests will be determined by conference organizers to reasonably accommodate the broad range of factors involved in conference planning. Contact the Regional Conference Planning Team directly (www.nafsa.org/regions) to inquire about the availability of meetings rooms and schedule.

**Liability and Insurance for MIG events**
MIGs are a member component of NAFSA, and therefore NAFSA is liable for any accidents that may occur at a MIG event. Below are important details for MIGs to understand before planning events.

**On-site events**
MIGs will be covered by NAFSA’s general liability insurance if the event takes place at the conference venue and is a scheduled part of the conference program at a NAFSA regional or annual conference.

**Off-site events**
MIGs interested in holding off-site events (outside of the conference venue) must have the event contract reviewed by the NAFSA office to consider issues of liability. The contract must be approved by NAFSA for the event to occur. The contract review will determine if the event needs a certificate of insurance. If it
does, NAFSA will coordinate adding the event to NAFSA’s certificate of insurance so that it can be covered under NAFSA’s general liability insurance.

**Process for contract review:**
1. At least **six months** prior to the event, send the unsigned contract to mig@nafsa.org and include contact information for the MIG member in charge of the event.
2. The internal review of the contract will take place, and if necessary, it will be sent out to the NAFSA insurance agency for further guidance.
3. Once the review is complete, the contract and a certificate of insurance (if appropriate) will be sent to the MIG contact person.

**Please be aware:**
- The contract must be approved for the MIG event to occur.
- The vendor will write into the contract whether a certificate of insurance is required for the event. Regardless, the contract needs to be reviewed by the NAFSA DC office.

**Tips for Online Engagement using Network.NAFSA**
Building and growing the MIG community through consistent engagement benefits all members. Below are some tips for keeping your MIG vibrant and growing:
- Develop a plan for posting consistently (weekly, twice per month, or monthly)
- Be organized with your content
  - Communicate updates in multiple shorter messages
- Stay relevant, respectful and up-to-date with responding to messages
- Remain interactive and inspire excitement through questions, sharing of resources, chat sessions, and article reflections, etc.
Network.NAFSA MIG Community

MIG Community Homepage http://Network.NAFSA.org

Introduction: The first section of content you’ll find on the MIG homepage is the MIG description and information about the MIG leader. This information is unique for each MIG.

Join: On this page, you will be able to join the community and change your community settings if you are already a member. Also, you will see the three most recent posts, announcements, shared files and current members. If you are an existing member of the MIG community, the “Join Community” button will not appear.

Updating your MIG Community Page: Community administrators can change community settings, e.g. name, type of community features, and invite members as well as generate reports about group engagement and activities. If you would like to change the community home page header, add social links, graphics or pictures, please submit a MIG Community Change form via www.nafsa.org/migs. Allow 2-4 weeks for processing.
Accessibility: In order to view this page, users need to create a NAFSA account. To create an account, visit our website at [www.nafsa.org/createlogin](http://www.nafsa.org/createlogin). Anyone with an account, both NAFSA members and non-members, can subscribe to the MIG at any time by visiting Network.NAFSA and selecting “Member Interest Groups” from the navigation tab. Community members can also invite others to join communities of this type.

Settings for Email Preferences
Email preferences for group discussions can be updated under profile settings (Profile > My Account > Community Notifications). Community notifications can be set to be delivered as a “Daily Digest,” in “Real-Time,” or be completely deactivated. The frequency of notifications can be adjusted at any time.
Community leaders with administrative rights also have the option to email all members directly (“Email Community Members”) and create a template for frequent group mailings. This option is under the “Settings” tab on your MIG community homepage.

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*Africa SIG*

- Administration
- Settings
- Additional HTML Content
- Members
- Reports
  - Email Community Members
  - Moderation (0)
- Events
  - Manage Events

*Founded September 2008*
Announcements/What’s New

The “Announcements/What’s New” section provides up-to-date information about what is happening within the MIG. Often the content includes links to reminders of upcoming events, deadlines, or calls to action. Announcements are not included in emails to community members. They are only seen when a member visits the community page in Network.NAFSA.

Announcements/What’s New
September DIP Call - 9/28, 4:00 pm ET

By: Atulme Grete - 19 hours ago
Greetings DIP Participants,

We hope everything is going well as you gear up for the start of the semester! Please review the items below for our call on Thursday, September 28th. An agenda is below and all documents are posted in the DIP Community. Share all results and thoughts with your mentor. Mentors are optional to attend this call.

1. Change Management and Volunteerism
Please read the articles on Navigating Change and the Pathway to Change by Thursday, September 21 and bring your thoughts.

2. Productivity
Please complete the 3-minute self-assessment to share your productivity strengths and challenges on the call.

3. Who’s Got GRIT?
Complete the 3-minute GRIT scale by Thursday, September 21 and share your GRIT on the call.

Accessibility: Anyone can see up to three posted announcements on the MIG homepage for 60 days. All announcements posted up to 365 days ago can be viewed either by clicking the “View Archive” button or on http://Network.NAFSA.org/browse/announcements.
Discussions
The three most recent discussion forum topics are always displayed on the MIG homepage. The list is automatically generated and updates when new threads are posted to the MIG. A complete list of topics will be hyperlinked to the correlating discussion thread. Discussions are included in email notifications.

To start a conversation, either click “Add” on the MIG homepage in the “Latest Discussion Posts” section. Users can post, reply to new threads, recommend posts, or forward messages as emails. Posts can include attached images from the computer and hyperlinks.
Library
MIG “Library” include meeting minutes, presentations, and other materials that are related to the MIG. Most resources included in this list are generated by the MIG leaders. Please organize this area so members can navigate more easily.

Creating a New Library Resource: Add resources to the library by navigating to the “Library” tab from the MIG community homepage.

Possible library resources are:
- Copyright Licensed File(s): Similar to a Standard File, but with an additional step asking the uploading-user to specify the copyright protections and allowed uses of the files as defined by Creative Commons.
- Hyperlink: A link to external webpage displayed through a standard “View Document” page. There are no actual files attached.
- Webinar: An embedded video linked from a third-party provider such as Adobe Connect. Webinar entry types are for the display of completed webinars, rather than live streaming.

Blogs
Community blogs can be published and viewed under the “Blogs” tab, while all blogs from all communities can be browsed on http://Network.NAFSA.org/browse/blogs. Blog authors can limit who can read or comment on their blogs. Visibility can be set to public (everybody), authenticated (everybody with a NAFSA account), NAFSA members, or a selected community (members of this community).
**Events**
Events can be created to invite members to workshops, meetings, trainings, or upload webinars and share videos. (Please, check whether your desired format is supported by contacting mig@nafsa.org.)

**Accessibility:** Community administrators can create and manage events as well as generate reports.

**Create/Edit Event**

![Event Details](image)

The following information can be added to an event:
- **Day/Time/Place/Time Zone**
- **Point of contact:** A point of contact with email address can be established for each event.
- **Logo image:** A unique logo can be established for all events. The logo displays on event lists.
- **Personal calendar inclusion** "add to calendar" links for each event, allowing inclusion of an event into a user's Outlook or other calendar.
- **Registration for events:** Event Calendar does not support registration for events (See Event Manager, a separately-licensed Higher Logic product, for that functionality). Event Calendar does allow for inclusion of URLs to link to external webpages supporting registration and more information.
- **Additional media:** The HTML description allows for the inclusion of embedded videos, files, links to other webpages and more through an HTML Editor (please contact mig@nafsa.org to get support for this feature)

**Subscribers**
This list includes everyone subscribed to the MIG. It displays the name and institution of each community member. Additionally, you can select to only view administrators of this group.

**Accessibility:** Subscribers that have a NAFSA account can access the subscriber lists to view names of members. Community administrators also have the ability to download the community member roster.
Membership Communication Guidelines

In general, MIGs should complete the membership communication request form if the MIG has a specified communication request. Utilizing network.NAFSA allows for the greatest opportunity to communicate.

Overview
NAFSA respects the privacy of its members and other visitors to its website. NAFSA strongly believes that if electronic commerce and online activities are to flourish, consumers must be assured that information provided online is used responsibly and appropriately. To protect online privacy, NAFSA has implemented the following policy. In doing so, there are various federal and state laws and regulations that must be followed to ensure NAFSA maintains the privacy of members. Only when you have a complete request form can your request be processed.

To support the MIGs efforts to communicate with new members please complete the following:
Begin the request by sending your request to mig@nafsa.org and complete the following MIG Membership Communication Request form 10 business days in advance (via Smartsheet), covering the following points:

1) Region
2) Date submitted
3) MIG and contact name, email, and phone number
4) Position on the MIG Leadership Team
5) Detailed and edited communication:
   a) Include the title and text exactly as you would like it to appear
   b) Include date(s) of the event or activity
   c) List out the hyperlinks directly
   d) Check all spelling and hyperlinks before submitting

Based on your request, NAFSA staff will review, edit, and provide you with a confirmation of when the member communication will be sent.
Only when you have a complete the request form can your request be processed.
NAFSA Program Review Process for Member Interest Groups

Introduction
NAFSA’s Member Interest Groups help to advance NAFSA’s mission by engaging members in MIGs that foster the exchange of information of NAFSA members and non-members who share common professional interests. Thus, NAFSA Bylaws and Standing Rules indicate that each MIG should be reviewed initially by the Membership Engagement Committee at the end of the third year of the MIG’s existence. Thereafter the status of each MIG shall be reviewed every five years. The Membership Engagement Committee reserves the right to review the status of any MIG as it deems necessary, but not less frequently than stipulated above. MIG review can serve to provide an opportunity for MIG self-evaluation and reflection.

The leader of each MIG, in consultation with the MIG’s Leadership, is responsible for submitting an annual report reflecting the MIG’s activities and compliance with requisite expectations, MIG annual report benchmarks, and MIG handbook requirements. The due date of submission is November 15-November 30. If the previous year's review yielded recommendations for change, evidence of how the change has been incorporated must be included in the report. A program review team comprised of three Membership Engagement Committee members will be selected to complete the program review process. Each Membership Engagement Committee member is assigned six to eight MIGs and serves as a buddy/mentor for these respective MIGs.

Documents Required for the Program Review Process
All MIGs are required to submit the MIG’s current Annual Report form to the MIG Liaison as part of the review process.

Annual Report: Each MIG shall submit an annual report that is expected to demonstrate that the MIG has accomplished the following benchmarks:

- Identify MIG Leader(s) and ensure one MIG Leader maintains NAFSA membership.
- Clarify and sustain a MIG Leadership structure by developing current or new leaders
- Maintain MIG communication and engagement with MIG members through Network.NAFSA and other approved social media avenues
- Engage with MIG members at NAFSA Annual Conference & Expo and/or Regional Conferences via Open Meetings
- Hold MIG activities throughout the year with MIG members, NAFSA regions, or other MIGs
- Identify issues in International Education for the MIG membership
- Participate in quarterly MIG Leader Calls
- Submit MIG Annual Reports
- Submit changes in MIG Leadership
- Attend the MIG Leader Luncheon at the Annual Conference & Expo (as available)
- Contribute to relevant NAFSA Goals

Using the MIG Work Plan/Annual Report form, the MIG Liaison and Membership Engagement Committee should indicate the status of each of the work plan initiatives. In the comment section, the MIG Leadership can provide any information that may clarify or explain the status of the initiative. Each annual report will be reviewed by the MIG Liaison and/or NAFSA Staff and program review team to assess if the MIG has satisfied the benchmarks or has exceeded the benchmark.
Timeline and Procedures for Program Review

1. Between November 15-November 30 of each year, the MIG Leadership for each MIG must submit an annual report. One person on the MIG Leadership is responsible for the submission of the report on behalf of the MIG. Timeliness of report submission is critical for the review process.

2. The Program Review Team will review the MIGs’ annual report(s) and activities (i.e., MIG Work Plan/Annual Report form) by March 15 to determine whether all benchmarks were met and the results are sent to the chair of the committee. During the month following submission, MIG Liaison or MIG Membership Engagement Committee Member serving as the buddy/mentor may contact the person submitting the report to clarify information provided in the annual report. The leader of the review team will forward a written one-page letter summarizing the results to the MIG Leadership. All MIGs will be provided feedback as indicated.

3. If a MIG does not meet benchmarks, plans for improvement will be developed through collaboration among the MIG’s Leadership and MIG Liaison prior to April 30. Members of the program review team and NAFSA staff may also be involved in this collaboration. A variety of resources may be made available, including conference calls, use of another Membership Engagement Committee Member or MIG Leader as a mentor or collaborator, etc.

4. If progress toward meeting benchmarks does not improve after two consecutive annual report reviews, alternative ways to meet the needs of the MIG’s affiliates will be explored by the Membership Engagement Committee. Please note that the timeline can be adjusted to ensure that a comprehensive review is completed.

Program Review Team
A team will be formed and complete the review to evaluate the annual reports and activities submitted by the MIG Leadership for each MIG. The composition of the team will include the Membership Engagement Committee MIG Liaison, NAFSA Senior Director of VLDRA and Associate Director as staff partners, and three selected Membership Engagement Committee members. The Membership Engagement Committee MIG Liaison will serve as lead of the review team in partnership with NAFSA staff.
MIG Annual Report Template Sample

Please use the online form provided.
https://app.smartsheet.com/b/form?EQBCT=4e617d5afea5422491a583ef5c2816fa
This is sample content only and subject to change. Please consult mig@nafsa.org with any questions.

MIG NAME:

MIG LEADER(s): For each leader, please provide:
Name, Email, Institution/Organization, NAFSA Member (Yes/No), Role in MIG, Beginning of Term (Date), End of Term (Date)

MIG STRUCTURE
• Choose MIG structure type:
  Select options: chair stream, co-chairs, single leader, other
• If selected “other”, please describe
• What changes do you anticipate?
• Additional comments

MIG COMMUNICATION
• How often do you communicate through Network.NAFSA?
  Select options: weekly, monthly, once per quarter, once per semester
• If you host a website outside of the NAFSA environment, please share the link below:
• If you host a LinkedIn Group, please share the link below:
• If you host a Facebook Group, please share the link below:
• If you host on Twitter, Instagram or other social media, please share below:

PRIMARY MIG ACTIVITY IN THE PAST YEAR
• Frequency of MIG Engagement via Network NAFSA
  Select options: Every week, every month, twice per month, quarterly, before/after Regional conferences, before/after Annual conferences, once per year
• Identify which activity was conducted
  Select options: Phone calls, Annual Conference & Expo open meetings, forums, receptions, awards/scholarships, fundraising, events, listservs, Regional conferences, other
• Number of Participants
• Overview of Activity
  Describe briefly any related activities in 100 words or less
• What MIG outreach or activity has occurred with the NAFSA Regions?
  Describe briefly any joint or cooperative activities with NAFSA Regions.
• MIG activities with other MIGS
  Describe briefly any joint or cooperative activities with other MIGS.
• MIG activities with other NAFSA Groups or Teams
  Describe briefly any joint or cooperative activities with NAFSA groups or teams.

MIG FUTURE PLANS
• What are the most pressing issue(s) in International Education for your MIG membership?
  Describe briefly any related issues.
• Participant Growth
  Please describe any plans for increasing the number of participants
• New Activities/Projects
Please describe any new initiatives for your MIG.

- **In your opinion, what value does your MIG bring to NAFSA/international education?**
  Describe briefly any opinions and values

**MIG ASSISTANCE**

- **How can NAFSA better support your MIG?**
  Describe briefly any support or guidance initiatives

- **What else should be included in the MIG Leadership Handbook?**
  Describe briefly any new ideas or thoughts

- **Funding and Fundraising Activities**
  Please list any bank accounts used to fund MIG activity. Please share any fundraising activities and who sponsors or provides funding for these activities. Include beginning cash balance, funds taken in, funds paid out, and ending cash balance.

- **Additional Comments**
NAFSA Reference Documents

Strategic Plan 2020-2018
  What We Believe
  What We Do
  Our Aspirations
  Our Operating Values
  Our Strategic Goals

NAFSA Diversity and Inclusion Statement

NAFSA Statement of Ethical Principles

MIG Fundraising Guidelines

MIG Financial Guidelines

MIG Brand Guidelines

NAFSA Initiatives and Offerings

NAFSA Resources
Strategic Plan 2018-2020
Adopted March 23, 2018

What We Believe
NAFSA believes that international education advances learning and scholarship, fosters understanding and respect among people of diverse backgrounds and perspectives, is essential for developing globally competent individuals, and builds leadership for the global community. We believe that international education lies at the core of an interconnected world characterized by peace, security, and well-being for all. NAFSA believes that diversity in our classrooms, our communities, and our workplaces is our strength.

What We Do
NAFSA is the largest and most comprehensive association of professionals committed to advancing international higher education. Based in the United States, we provide programs, products, services, and a physical and virtual meeting space for the worldwide community of international educators. The association provides leadership to its varied constituencies through establishing principles of good practice and providing professional development opportunities. NAFSA encourages networking among professionals, convenes conferences and collaborative dialogues, and promotes research and knowledge creation to strengthen and serve the field. We lead the way in advocating for a better world through international education.

Our Aspirations
NAFSA aspires to an environment in which every student and scholar seeking the benefits of international education finds a path, and every institution of higher education integrates international perspectives into its teaching, research, and service missions. We aspire to enlightened international relations, a globally engaged citizenry, and a more peaceful world.

Our Operating Values
We pride ourselves in providing high quality programs, products, and services. Through our work in international education, we foster diversity and inclusion. As a self-supporting, not-for-profit organization, we depend on effective governance and on a strong, increasingly diverse financial foundation. We celebrate innovation and value highly talented volunteer leaders and staff. We commit to working in a professional and collegial manner and to respecting others—values which are at the heart of international education.

Our Seven Strategic Goals (numbered for reference—are of equal importance):

1. Advocate for public policies that lead to a more globally informed, welcoming, and engaged United States.
   In the debate about America’s future, we stand among those who see the United States as part of the global community, and we seek common purpose with other organizations whose missions and values intersect with ours. We advocate for U.S. policies that foster a more peaceful world, result in a commonsense immigration process, foster global competitiveness, encourage enlightened global engagement, and sustain an informed civic culture through international education.
2. **Support the integration of global perspectives throughout higher education by furthering comprehensive internationalization.**
   
   The twenty-first century demands strategic and holistic institutional approaches to internationalization throughout higher education. Integrated and comprehensive internationalization requires collaboration to transform the academic, administrative, and student services sectors. We serve those leading internationalization, those internationalizing the curriculum, and those supporting student and scholar mobility to achieve student learning and institutional outcomes that include international perspectives.

3. **Encourage and support intercultural learning to develop global competencies of students, scholars, and educators.**

   Intercultural learning opportunities are foundational to the development of global competence. We serve institutions and others committed to expanding the number, types, and quality of opportunities as well as the range of involved students, scholars, and educators. We support meaningful cross-border mobility, virtual collaborations, and interactive connections among culturally diverse communities.

4. **Identify critical trends and issues, and champion responses that advance international education.**

   As the largest association dedicated solely to international education, we embrace our leadership responsibility to continually scan the social, economic, and political environment to anticipate, interpret and analyze the trends and issues affecting international education. We engage with international educators, faculty, higher education leaders, government, and business stakeholders to assess implications and recommend actions to ensure the growth and quality of international education.

5. **Create and disseminate knowledge and resources and provide professional development opportunities responsive to the ever-changing needs of the field.**

   Recognizing the dynamic growth and increasing complexity of the field of international education, we serve the needs of the full range of international education professionals at all types of institutions and organizations. We serve professionals throughout their careers. To advance the field, we offer cutting-edge learning opportunities and the essential resources needed to increase professional effectiveness.

6. **Deepen and broaden NAFSA’s engagement with individuals and groups whose work contributes to the success of international education, through mutually beneficial collaboration.**

   We seek engagement with students, scholars, educators, communities, businesses, associations, research organizations, governments, and others. Our members are deeply committed to engagement with all those who share NAFSA’s vision and values.

7. **Continue to strengthen and diversify the association’s revenue streams and organizational infrastructure to successfully meet the challenges of the future.**

   The pace of change and innovation in higher education is leading us to new frontiers in international education. The expansion of the field requires innovation and entrepreneurial thinking to satisfy the needs of international educators. Our future success will demand even more resources and diverse approaches to resource development, as well as good stewardship of finances.
NAFSA Diversity and Inclusion Statement
Approved by the Board of Directors, December 5, 2015

As the Association of International Educators, NAFSA honors the richness of human diversity and the essential power of discussion and collaboration across geographic and other boundaries. We affirm that engagement with the range of human beliefs, thoughts, and actions is an important element in global learning that fosters creativity, innovation, and excellence. It strengthens our capacity for constructive engagement to solve the world’s complex challenges.

NAFSA affirms its commitment to diversity and inclusion as principles that enrich not only individuals but also organizations and society as a whole.

In the work of our association, we affirm the value of including and learning from diverse perspectives. We seek to model inclusivity in association policy and practice and maintain an environment that respects principles of equity, fairness, justice, and impartiality.

NAFSA encourages international educators to develop practices reflecting a commitment to diversity, inclusion, access, and equity. We encourage institutions and organizations to embrace these principles as well. It is only by fostering and promoting diversity and inclusion that we as a community will achieve excellence in advancing international education.

See Bylaw Article II, Section A (3) “Nondiscrimination of members” and Standing Rule X, Section A (2) “General Site Criteria [for the Annual Conference].
Statement of Ethical Principles
Approved by the Board of Directors, March 28, 2009

The Role of Ethics in International Education
Our contemporary world is marked by increasing globalization, greater connectedness, and ease of movement. Knowledge and awareness of other peoples, countries, cultures, and beliefs is of utmost importance. As international educators we recognize that such knowledge is fundamental to the formation of educated persons and informed citizens and, increasingly, a key to professional, business, and personal success. The acquisition of this knowledge depends, to a great extent, on high-quality programs of international education and exchange.

International educators are dedicated to providing such programs and services with the highest level of integrity and responsibility. To accomplish this, we must attend carefully and actively to the ethical obligations that emerge from our relationships with students, scholars, our institutions, international partners, and other legitimate stakeholders.

As professionals, international educators share clear and defined values. We are committed to the welfare of the students and scholars in our programs. As educators, our decisions and actions should be guided by the goal of ensuring that our programs serve identifiable and legitimate educational purposes. Working in a global and multicultural environment, we are committed to the internationalization of education, not merely as a set of experiences, but as a value-laden set of interactions that produces individuals who are more knowledgeable, reflective, broad-minded, and aware.

The Role and Purpose of the Statement of Ethical Principles
We, international educators, declare our commitment to the following statement of ethical principles to:

- Aid international educators in negotiating competing responsibilities, demands, and interests as they strive to make ethical decisions in complex and multicultural environments
- Inspire international educators to infuse all of their work with ethical principles and practices
- Advance the development of international education as a profession and strengthen the ethical dimensions of professional outreach, research, and training
- Aid professionals and their institutions in decision making in the management, support, and provision of programs and services
- Highlight the ethical obligations embedded in the relationships surrounding international education
- Broaden and deepen conversations on ethical and professional practices in international education

NAFSA's Statement of Ethical Principles

Integrity
We will manifest the highest level of integrity in all our professional undertakings, dealing with others honestly and fairly, abiding by our commitments, and always acting in a manner that merits the trust and confidence others have placed in us.

Respect for the Law
We will follow all applicable laws and regulations and carefully and reflectively advise students and scholars regarding those laws and regulations. We will seek out appropriate guidance and advice when regulations appear contradictory, ambiguous, or confusing or when a situation is beyond our role or competency.
Quality
We will strive constantly to provide high quality and educationally valuable programs and services. We regularly will evaluate and review our work in order to improve those programs and services and will seek out and adopt exemplary practices.

Competence
We will undertake our work with the highest levels of competence and professionalism, regularly seeking and acquiring the training and knowledge necessary to do so. Our commitment to professional competence will extend to exercising thorough oversight of external programs and placements. Through careful planning and the development and implementation of appropriate policies, we will do our utmost to ensure the safety, security, and success of students, staff, faculty, and scholars.

Diversity
In both word and deed we will respect the dignity and worth of all people and be properly attentive and responsive to the beliefs and cultural commitments of others. In the planning, development, and implementation of programs and services we will engage respectfully with the diversity of peoples and perspectives. We will strive to ensure that our programs reflect the diversity of our institutions and their educational goals.

Transparency
We will demonstrate the appropriate level of transparency in dealings with individuals and organizations. In collaborations with other institutions and individuals we will proceed on the bases of equality and mutuality. Transactions with external providers of programs and services will be conducted professionally, always keeping the welfare of students foremost, and disclosing any potential conflicts of interests. We will provide faculty, staff, students, and scholars with the information they need to make good decisions about program participation and to facilitate their adjustment to the locales and cultures where they will study or work.

Access
In planning, developing, and implementing our programs we will strive to ensure that they are accessible to all qualified individuals, doing our utmost to guarantee that international education is available to all who desire it and can benefit from it.

Responsiveness
We will maintain open and readily accessible communication with individuals in our programs and services and with our institutional partners. This includes providing students with the appropriate level of support based on age, experience, language ability, and placement.

Holding these principles constantly in mind, we will work to extend and improve international education in all its forms and at all levels, including advocating for programs, policies, regulations, and laws that reflect these principles. Additionally, we will work aggressively for the realization of these principles in our personal and professional conduct, throughout our institutions, and in organizations with which we affiliate.
Member Interest Group Fundraising Guidelines

Overview
As a 501c3 not-for-profit organization, NAFSA relies in part on fundraising activities to raise awareness about international education and to explore revenue opportunities that supplement revenue from member dues and other traditional revenue flows. These fundraising activities include the solicitation of gifts, sponsorships, donations and in-kind support from individuals, foundations, non-profits, businesses, and other organizations. All NAFSA fundraising activity (including fundraising activity by NAFSA regions and MIGs) are subject to various federal and state laws and regulations. Failure to adhere to these laws and regulations could jeopardize NAFSA’s not-for-profit status.

MIGs are considered to be a legal extension of NAFSA and, for the purposes of fundraising, are required to subscribe to all legal and procedural guidelines necessary to protect NAFSA’s IRS not-for-profit status. MIGs are encouraged to engage in raising their own funds but need to comply with the same laws and regulations that govern NAFSA’s own fundraising activity. NAFSA’s Organizational Advancement (OA) department coordinates all association fundraising and ensures that fundraising activity supports NAFSA’s mission and institutional objectives. OA serves as a resource to MIGs and will provide guidance on the legalities, donor stewardship, and transparency related to their fundraising efforts.

OA should be consulted prior to any MIG fundraising activity being launched. MIGs should complete a short, online questionnaire which will be reviewed by OA and will help guide a subsequent telephone consultation. OA will review the answers to the online questionnaire and will set up a time to chat about any legalities, record-keeping, donor acknowledgement and general stewardship requirements.

NAFSA wants to be sure that all donors enjoy a rewarding giving experience. In addition, OA ensures that all solicited gifts (whether cash or in-kind) are in the best interests of NAFSA and do not compete or interfere with other fundraising being undertaken by the association. OA is also able to advise on appropriate donor confidentiality, acknowledgement, recognition and general stewardship.

Review/Consultation Process
MIGs should share fundraising plans with OA prior to embarking on any fundraising efforts. MIGs should complete the online MIG Fundraising Questionnaire (details below) at least nine months in advance of a regional conference, MIG open meeting or any event at the Annual Conference & Expo. Once the online questionnaire has been submitted, it will be automatically routed to OA for review. OA may request additional information prior to setting up a telephone consultation with the appropriate MIG fundraising representative. During this call, OA will review any legal requirement that are specific to any proposed fundraising activity. For example, there are very specific legal requirements and obligations that govern the use of ‘silent auctions,’ ‘raffles,’ and ‘sweepstakes.’ The legalities are complex and vary from state to state. NAFSA annually updates information about these rules, completes required state registration where needed, and keeps current on changes in these types of legal requirements. OA will also review proposed donor acknowledgement plans, advise on appropriate record-keeping and general donor stewardship. In those rare instances when both NAFSA and a MIG might be approaching the same donor, OA will discuss any sensitivities and appropriate protocols.

In addition to automatically submitting their MIG Fundraising Questionnaire, MIGs can email OA@nafsa.org (with a copy to mig@nafsa.org) any time if they have any questions related to their fundraising activity. The MIG Fundraising Questionnaire requests the following information:

6) Name of MIG
7) Contact information, to include designated/recognized MIG Leader name, email, phone number, address, city, state, and zip code
8) Date of proposed fundraising activity
9) A brief description of the proposed program or event around which fundraising will be conducted (e.g. MIG conference activities, MIG activity, etc.)
10) Fundraising goal:
   a) Cash donations from individuals (how much)
   b) In-kind sponsorships (estimated value)
11) Fundraising method (indicate whether your fundraising efforts involve one or more of the following):
   a) Personal solicitations
   b) Product/in-kind sponsorships
   c) Raffle or other game of chance
   d) Silent Auction
   e) Other
12) Donor acknowledgment:
   a) Personal letter/email
   b) Conference/event program
   c) Website/s
   d) MIG social media
   e) Signage
   f) Other
13) List the benefits that will accrue to the sponsor
14) List prospects (foundations, corporations, local businesses, schools, non-profits, individuals, etc.)
15) List how NAFSA will be acknowledged or mentioned in materials produced and disseminated by the sponsor.

Your responses will be evaluated by OA and a staff member will set up a time for a telephone consultation with the MIG fundraising representative/s. During the telephone consultation, NAFSA will highlight relevant policies and requirements and will share best practices being employed by other MIGs and NAFSA regions, and will review record-keeping requirements.
Member Interest Group Financial Guidelines

Background
NAFSA’s work is guided by a strategic plan, developed and refreshed annually by the Board of Directors. The plan announces the association’s vision, mission, and values, and guides the association in developing services, programs, and products to serve its members. NAFSA is a not-for-profit corporation—a 501(c)(3)—and the financial activity of the NAFSA Member Interest Groups falls under a single tax ID and requires a consolidated, audited tax report. The Board of Directors is responsible for overseeing the use of all funds generated under this tax ID. NAFSA’s not-for-profit status depends on timely and accurate reporting.

Definitions
NAFSA Accounting Unit
The NAFSA Accounting Unit, accessible at accounting@nafsa.org, is the main point of contact for MIG Leaders with requests or questions about accounting systems or finance processes. The NAFSA Accounting Unit performs such duties as recording income, initiating checks and electronic funds transfers and answering questions about MIG statements and balances.

NAFSA Volunteer Leadership and Development
The NAFSA Volunteer Leadership and Development Unit, accessible at MIG@nafsa.org, develops and facilitates training and collaboration among leaders across all MIGs. Working in close collaboration with both leaders and the NAFSA Accounting Unit, this team is accessible to assist with any requests or questions not directly related to accounts, statements, or the regional payables system.

Chart of Accounts
The chart of accounts provides the “codes” assigned to each income or expense item that passes through NAFSA’s accounting system. The accounting system and chart of accounts are standard across all NAFSA units and correspond to IRS reporting breakdowns and management needs. The MIG Coordinator may work with NAFSA’s Accounting Unit to update the chart of accounts to reflect the MIG’s changing needs over time.

NAFSA Payables System
NAFSA uses Bill.com, a web-based system, for documentation and authorization related to accounts payable. The Bill.com system interfaces directly with NAFSA’s accounting system, allowing for real-time tracking and processing of payments.

Lockbox
NAFSA maintains a lockbox at a designated bank, an accounting requirement to ensure proper handling of checks. Each day the lockbox receipts are downloaded, the data on the payee and payment entered, and the amount assigned to the proper accounts.

Proper Documentation
Proper documentation is required to approve or support most expenses. Unless otherwise stated, “proper documentation” is defined as an invoice, a receipt, or an expense report form that includes receipts and also claims per diem reimbursement. In exceptional cases, such as loss of a small-amount receipt, amounts under $30 do not require a receipt, though a written “self-receipt” with the date and purpose should be included as backup.

When a receipt is for multiple people at a meal (i.e. not taken as per diem), the receipt must include the business purpose and the names of all those at the meal.
Managing Income: Policy, Processes & Standards

Check Payments
Checks for MIG sponsorship and donations should be mailed by the MIG Leader to the NAFSA lockbox, a form describing the type of sponsorship and the name of the MIG. Contact the NAFSA Accounting Unit with any questions about such miscellaneous checks.

NAFSA Lockbox: P.O. The NAFSA Lockbox address is box 79159 Baltimore, MD 21279-0159

Cash Received
Any cash payments should be made to MIG Leader and a receipt generated for accounting records. Two MIG members (Current Leader + other member) must (1) count the cash together, (2) reconcile it with receipts, and (3) fill out and sign a Cash Receipts form (available from the NAFSA Accounting Unit). The MIG Leader then converts the cash to a cashier’s check or money order, or deposits it in their personal account to then generate a personal check. The remittance, along with the Cash Receipts form is then sent to the lockbox.

Managing Expenses: Policy, Processes & Standards

Payment Requests
Payments and reimbursements for expenses are to be processed via NAFSA’s payables system to ensure the proper channels of approval are met.

Process & Standards
1. MIG Leaders scan each invoice and all accompanying back-up materials as a single PDF and submit it with the appropriate code from the chart of accounts to NAFSA.DC@bill.com. Note: More than one PDF can be attached to each email and access to NAFSA’s payable system is not required for this step.
2. If the payee has not received payment via the regional payable system before, the submitted back up must include their:
   - Name
   - Mailing address
   - Email
   - Taxpayer ID, if paying for services or unsubstantiated travel of $600 or more. Alternatively, the payee’s W-9 attached to the invoice is sufficient.
3. NAFSA Accounting Unit enters the expense into the payables system and forwards the document to the appropriate NAFSA staff.
4. NAFSA staff confirms the correct coding and either approves or rejects the expenses. They will reach out to the appropriate MIG leader if there are any questions about the documentation.
5. If the expense is approved by NAFSA staff, it is also reviewed by at least one NAFSA Accounting Unit member before being routed to NAFSA’s CFO for final approval. Note: Any expense greater than $30,000 shall also be approved by NAFSA’s Chief Operating Officer.

Processing
The NAFSA Accounting Unit reviews all approved expenses every Thursday for payments to be disbursed on Fridays. To ensure a payment is disbursed that week, NAFSA staff should approve the expense by close of business (5:00 PM ET) on Wednesday. Emergency/rush checks requested during Eastern Time business hours will be issued the next business day, provided the requisite signatures and proper documentation is included. Submit an emergency/rush check
request to NAFSA.DC@bill.com directly and cc the NAFSA Accounting Unit at Accounting@nafsa.org, specifying that it is a rush request.

Note: NAFSA business hours are 9:00 AM ET – 5:00 PM ET except from Memorial Day to Labor Day, when NAFSA follows summer hours of 8:30 AM ET – 5:30 PM ET on Monday –Thursday, and 9:00 AM ET – 12:00 PM ET on Fridays.

Direct Deposit
MIG Leaders may set up payees to receive electronic payments to their bank accounts via NAFSA’s payables system. If this is a new vendor, the MIG Leader should send the name, street address, and mailing address to the NAFSA Accounting Unit. If the payee is already in the system, send their email address and note they’d like to be set up for e-payments.
The payee will receive an invitation via email to receive e-payments. They select the “Accept Invitation” button in the email and follow the prompts to begin receiving e-payments. Any questions or additional inquiries may be directed to the NAFSA Accounting Unit.

Reporting & Auditing
Process & Standards
MIG funds are incorporated into NAFSA’s results. MIG fund availability will be reported through the Member Leader department to MIG leadership on an annual basis.

Resolving Performance Issues
Everyone in NAFSA, both staff and volunteers, does their job in good faith, and there are bound to be mistakes and oversights. Dealing with any issues that arise openly, professionally, and immediately is the best way to resolve such matters.

If the NAFSA Accounting Unit does not adhere to the processes and standards, the MIG Leader should first clarify the situation with the NAFSA Accounting Unit, Volunteer Leadership Development Unit, and the MIG leadership stream. If the issue is not satisfactorily resolved in a timely fashion, the MIG Leader—in conjunction with the MIG leadership stream—should contact NAFSA’s Controller and Chief Financial Officer. Should the issues still not be resolved in a timely fashion, the MIG leadership should contact the Vice President for Professional Development and Engagement.

If the MIG Leader does not adhere to the processes and standards, the NAFSA Accounting Unit should first seek clarification of the issue. If the issue is not resolved satisfactorily in a timely manner, the staff unit should contact the Controller and Chief Financial Officer, and the Controller will contact the MIG leadership stream. (If the issue is with the MIG Leader, the CFO will talk with the Vice President.) Should the issues still not be resolved in a timely fashion, the CFO will contact the Vice President.
Member Interest Group Brand Guidelines

Overview and Background

a. NAFSA: Association of International Educators introduced new brand identity on February 1, 2017. The brand identity has been trademark protected and NAFSA is committed to extending this brand to its components and member communities so that the organization presents itself with a united and consistent identity for NAFSA.

b. NAFSA’s identity communicates that we are a “globally engaged community.”

c. The NAFSA logo and every derivative of the logo:
   i. Elicits positive emotions
   ii. Illustrates the brand essence
   iii. Evolves the brand from a functional name
   iv. Positions NAFSA within the IE community and beyond
   v. Conveys leadership and community representation

d. The NAFSA brand has a Brand Structure:
   i. Brand Platform: NAFSA is a globally engaged professional community committed to connecting humankind through education. We advance international education through thought leadership, skill development, and networking; and advocate for public policies that value a more open, secure, and peaceful world.
   ii. Brand Personality: Inclusive, catalyst, leader, expert, advocate, partner, engaged
   iii. Brand Promise: Fostering a community of global learners.

Brand Standards

For the NAFSA Member Interest Groups, NAFSA Brand Marketing has developed an approach to unite our unique member interest groups so that they can leverage the power and the collective support of NAFSA while maintaining unique MIG identity.

a. Elements of MIG branding:
   iv. NAFSA trademark protected logo
      1. NAFSA is scripted in the Utopia font
      2. The logo is framed with a world of interconnected people
      3. The NAFSA logo include the trademark protection symbol ™ as it is owned and protected by NAFSA.
   v. A horizontal separator allows for placement of the Member Interest Group Name without identity character limitation.
   vi. A “MEMBER INTEREST GROUP” encasement confirms designation as an official MIG of NAFSA.
   vii. The elements of the MIG names (inclusive community designation abbreviation of MIG, SIG, and IIG); and, the abbreviations of the MIG are not be a part of the identity lock up. However, the community designation abbreviation the MIG abbreviation can continue to be used in text and communications related to the work and action of each MIG.
   viii. The logos are available for every MIG in good standing in full color and black and white treatment.

b. Usage of the NAFSA Member Interest NAFSA MIG logos:
   ix. A NAFSA Member Interest Group may begin to use new identity as early as July 1, 2018.
   x. By January 1, 2020, all NAFSA MIGs will transition to their new identity.
xi. During the period of July 1, 2018 through January 1, 2020 NAFSA MIGs may use unique MIG identity if it exists as of June 30, 2018.

xii. Also, during the period of July 1, 2018 through January 1, 2020 NAFSA MIGs may use both unique MIG identity and preexisting if it exists as of June 30, 2018.

xiii. For any Member Interest Group that has a logo or identity that aligns with the previous NAFSA organizational logo (as shown below) that specific Member Interest Group should discontinue usage of this logo as soon as possible as NAFSA does have legal protection for its predecessor logo and identity.

xiv. Each NAFSA MIG will be provided with a digital locker of brand elements by July 1, 2018 for print and digital usage.

xv. Each NAFSA MIG must inform the NAFSA MIG staff partner of their plan to transition to the new brand by October 1, 2018.

Presentation of Identity for NAFSA MIGs

a. Sample Full Color NAFSA MIG logos
b. Sample Black and White MIG logos

NAFSA  

MEMBER INTEREST GROUP  

Lorem ipsum dolor sit amet, consectetuer  

NAFSA  

MEMBER INTEREST GROUP  

Canada  

NAFSA  

MEMBER INTEREST GROUP  

Historically Black Colleges and Universities  

NAFSA  

MEMBER INTEREST GROUP  

Foreign Born International Educators
c. Special Recognition Elements
   The following may be used in association with a NAFSA MIGs to provide for recognition of milestones of tenure:

   NEW

   5 YEARS
   10 YEARS
   15 YEARS
   20 YEARS
   25 YEARS
   30 YEARS
   40 YEARS
   50 YEARS
   60 YEARS
   70 YEARS
   80 YEARS
   90 YEARS
   100 YEARS
**Initiatives and Offerings**
Please view several NAFSA Initiatives and Offerings

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### Web-based Resources

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<td>2018-19 Planning Calendar for Vice Presidents and Member Leaders</td>
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NAFSA Leader Resources
Visit [www.nafsa.org/leaders](http://www.nafsa.org/leaders) to review each resource

NAFSA Acronyms List
Contains a listing of common abbreviations used within NAFSA Office departments, national committees, professional and focus networks.

NAFSA Leadership Skills
Provides an overview of the 9 skills within the NAFSA Leadership Skills Rubric (Strategic, Operational, Personal).

Your Behavior Management Style
Contains a review of the 4 Behavior Communication styles (Taskmaster, Enthusiast, Analyst, and Main Stay/Supporter) are featured including the strengths of each style and the caution or growth areas.

Establishing Team Norms or Principles
Emphasizes the importance of setting team norms and expectations and features an activity focused on developing a list of 5-10 norms/principles that the committee or team agrees to adhere to throughout the duration of the project or assignment.

Planning Successful Meetings
Serves as a collection of best practices in leading or facilitating a meeting to support NAFSA member leaders and staff partners who participate in many meetings throughout the year, either in person, over the Internet, or on the phone. The document is based on the recognition that facilitating effective meetings requires planning, and contributing to the effectiveness of the meeting as a participant requires preparation.

Incorporating Virtual Technology
Outlines how virtual meetings can provide a more dynamic environment that allows your team to work together cooperatively on different tasks. Some of the features available through virtual meeting software are highlighted.

Giving and Receiving Feedback
This article highlights 10 tips and the importance of giving and receiving feedback to enhance engagement and clarify performance.

Continuous Improvement and Evaluation
This evaluation quality tool provides a quick method for continuous improvement for events and a team. The +/-∆ evaluation can help the team examine strengths, gaps, opportunities and stretch itself to even higher levels of performance.