The Changing Landscape of Global Higher Education

2010 REPORT TO MEMBERS
Dear Colleagues,

This year continues to present new challenges and opportunities for our association as colleges and universities adapt to the complex economic forces affecting higher education globally. The ongoing economic uncertainty has forced institutions to reassess priorities, determine their strengths, and be more strategic about how and where to invest limited resources. We can expect these challenges will continue to impact our association, and we want to reaffirm our commitment to maintain our core strengths and strategically press forward in key areas to further advance the field of international education.

Reflecting the strong partnership among board members, our excellent volunteer member-leaders, and a superb staff, NAFSA has accomplished much in the past year.

Our annual conference in Kansas City attracted attendees from all over the world, who gathered in the largest expo hall in NAFSA’s history, and attended more than 200 increasingly high-caliber sessions. We have made great strides in broadening and deepening our program and resource offerings for international educators in senior positions, and we are doing more to highlight the connections between the theory and practice of international education. We continue to expand our services to education abroad professionals, supporting the work of the Center for Capacity Building in Education Abroad and building a network of volunteer consular liaison to advise on changing visa requirements for U.S. students going abroad. We are developing new resources to help institutions recognize strategic international enrollment management as a critical component of the comprehensive internationalization of higher education. Our Adviser’s Manual is recognized as the authoritative resource for immigration regulations, policies, and procedures that govern the flow of international students and scholars to U.S. institutions, and a major revitalization is underway to enhance the manual’s usability.

This year we also launched ConnectingOurWorld.org, an exciting portal to NAFSA’s grassroots advocacy efforts. The site is dedicated to supporting and empowering advocates around the globe to take action and be a voice for international education. This new approach, coupled with our growing social media presence, is more inclusive than ever—making it easier to engage your colleagues, students, friends, and family in the movement to support international education.

Finally, while the challenging economic times will continue to test us, we know that our work is essential to support an increasingly global world. The growing demand for opportunities beyond our borders will continue to dominate the educational experience for the next generation. Increasingly, policymakers, education leaders, and business leaders alike recognize that international education is essential to our global engagement and the global economy. Our societies must prepare our young people for the challenges of working in a multicultural and globally integrated world. NAFSA’s role is to help ensure that our members and their institutions and organizations are equipped to face this challenge—and we are poised to live up to that challenge.

Sincerely,

Christopher J. Viers, PhD
President and Chair of the Board of Directors
Associate Vice President for International Services, Indiana University

Marlene M. Johnson
Executive Director and CEO
Vision, Mission, and Values

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 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.

2010–2012 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 2010–2012:

• Advocate for U.S. policies, laws, and regulations that promote and enhance international education.
• Establish 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 and services.
• Develop and recommend desirable 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.
ENGAGING THE OBAMA ADMINISTRATION
NAFSA engaged with key Obama administration staff all year long to advance policies in support of international education and exchange with notable successes. For example, in June, First Lady Michelle Obama advocated for study abroad in various college graduation speeches; in May, Education Secretary Arne Duncan noted before the Council on Foreign Relations that “through education and exchange, we can become better collaborators and competitors in the global economy;” and late last year, Homeland Security Secretary Janet Napolitano said that “America educates many of the brightest individuals from around the world and then tells them to leave the country where many of them would rather start their own ventures and strengthen their business right here in the United States.” Additional examples of the Obama administration’s commitment to international education include its June announcement of a comprehensive higher education partnership with Indonesia, and a U.S. Summit for Global Citizen Diplomacy with the Department of State in November 2010—in which NAFSA is participating. NAFSA’s proactive engagement efforts are helping create a positive policy environment for issues that matter most to members.

CONNECTING OUR WORLD
In May, NAFSA launched Connecting Our World, a new online resource that empowers members to build community support for public policies that strengthen and expand international education. With features such as the “Take Action Center” and “Share Your Story,” plus links to all of NAFSA’s social media outlets, the Web site makes it easy to stay informed and engaged on the public policy issues that help to strengthen and expand the field of international education, such as immigration reform and promoting academic travel to Cuba. NAFSA members are encouraged to get involved with www.connectingourworld.org and share its many tools with students, colleagues, friends, and family.

EXPANDING STUDY ABROAD OPPORTUNITIES FOR U.S. STUDENTS
NAFSA is making steady progress to make study abroad the norm, rather than the exception, for U.S. college students. The association continues to actively support the Senator Paul Simon Study Abroad Act. The legislation’s lead cosponsors, Senators Richard Durbin (D-Ill.) and Roger Wicker (R-Miss.), included $2 million in this year’s Senate appropriations bill for the Department of Education to pilot a competitive grant program modeled on recommendations outlined by the Abraham Lincoln Commission on Study Abroad. If passed by the House, this start-up funding would be an important step toward the goal of greatly expanding and diversifying U.S. study abroad participation. For more information, visit www.nafsa.org/simon.
COMPREHENSIVE IMMIGRATION REFORM AND INTERNATIONAL EDUCATION

NAFSA continues to advocate comprehensive immigration reform. NAFSA released a policy paper last December, *A Visa and Immigration Policy for the Brain-Circulation Era*, which outlines essential visa and immigration reforms needed to better welcome the world’s best students, researchers, and faculty to the United States. In April, Senate Democrats issued an immigration policy framework that includes provisions NAFSA actively promotes, but since then, congressional activity has been limited and likely will remain so until after the November elections. The U.S. Congress may address some smaller pieces of reform, such as the DREAM Act, on which NAFSA has proactively advocated. While the issue remains at an impasse at the federal level, state governments are taking action, most notably Arizona. Stay informed on this issue at Connecting Our World.

LIFTING RESTRICTIONS ON ACADEMIC TRAVEL TO CUBA

This year, NAFSA worked closely with like-minded associations to advocate for the lifting of restrictions on academic travel to Cuba that were put in place in 2003 and 2004. Recently, NAFSA spearheaded an organizational letter to President Obama urging him to repeal the restrictions, and engaged with university presidents and senior international officers on campus to encourage schools to weigh in with the administration on this matter. Stay up-to-date by visiting [www.nafsa.org/cuba](http://www.nafsa.org/cuba).

STRATEGIC PLAN

GOAL 2 Establish internationalization as an essential component of higher education.

RENEWING NAFSA’S APPROACH TO INTERNATIONALIZATION

Already a feature of many institutions, internationalization is increasingly taking hold at community colleges as well as at liberal arts and state colleges and universities. During late 2009 and early 2010, two NAFSA task forces developed recommendations to enhance NAFSA’s service to international educators, including senior international officers, in order to foster internationalization at all types of institutions.

STRENGTHENING CONFERENCE OFFERINGS ON INTERNATIONALIZATION

At NAFSA’s 2010 Annual Conference & Expo, 35 of the 200 sessions directly related to internationalization, as indicated by a new “advanced professional” designation for these sessions. Designated networking times for senior international professionals from varying institutional types allowed for rich, job-specific exchanges of ideas. Look for even more content on internationalization in 2011, including a seminar on major trends and research affecting internationalization.

UPGRADING RESOURCES FOR LEADING INTERNATIONALIZATION

More than 50 new resources were added in 2010 to the Leading Internationalization Professional Network and the networks of the Teaching, Learning, and Scholarship Knowledge Community. Topics range from “Assessment and Evaluation in International Education” to “Campus-Based Models” to “The Uncertain Future of Higher Education in the Asia-Pacific Region.” A major new overview of comprehensive internationalization—and how all parts of a campus contribute to it—will be published later this year.
COLLABORATING WITH COLLEAGUE ORGANIZATIONS ON INTERNATIONALIZATION
NAFSA remains active with the Inter-Associational Network on Campus Internationalization, a forum of 11 associations that created a Web portal with links to various resources on internationalization. In addition, the Center for Capacity Building in Study Abroad (CCB) issued a number of papers and field research reports on developing study abroad as part of institutional mission with models of how to integrate it into curriculums. CCB's new research also included a white paper on institutional financing of study abroad with various study abroad financing models, financing plans, and guidance in selecting optimal combinations for individual circumstances.

GOAL 3
Advance NAFSA’s leadership position in key knowledge areas.

KNOWLEDGE COMMUNITIES
NAFSA's five knowledge communities are increasingly vibrant, offering new resources and content to meet the needs of international educators. Highlights from 2010 include:

The Knowledge Community for Education Abroad launched its new network on the NAFSA Web site, providing streamlined access to resources and other education abroad professionals. The Education Abroad Subcommittee on Health and Safety continued to provide timely resource updates in response to U.S. State Department travel warnings, as well as advice and guidance to institutions interested in developing a review policy in response to the travel warnings.

The International Education Leadership Knowledge Community implemented many of the recommendations from its fall 2009 retreat, including establishing successful networking sessions by institutional type at the 2010 conference. In addition, it began a thorough revision of its professional network, now called Leading Internationalization, and conducted the annual conference's leadership symposium, Leading Internationalization in Times of Fiscal Restraint.

The Knowledge Community for International Student and Scholar Services (ISSS) created and posted several timely resources, including The Occupational Employment Statistics Survey, A Collegial Conversation on Student Orientation and on Scholar Orientation, and Tax Resources for International Student and Scholar Advisers. Its New Generation of ISSS Task Force is developing a network resource on managing and working with millennials in the ISSS office.

The Recruitment, Admissions, and Preparation (RAP) Knowledge Community completed and posted a seminal white paper, International Enrollment Management: Framing the Conversation, which was highlighted in both a new International Enrollment Management (IEM) workshop and a seminar for international educators in senior positions during the 2010 annual conference. In addition, it launched the RAP-wide IEM discussion forum and relaunched the Sponsored Program Administrators (SPA) focus within RAP, appointing a new network leader who effectively promoted SPA-related activities at the 2010 annual conference.
The Teaching, Learning, and Scholarship Knowledge Community launched its new online resource—Theory Connections: Intercultural Communications & Training—with written and audio versions of essays and application models for several theories. It also posted a new resource, Assessment and Evaluation in International Education, based on the report from the task force of the same name, and held a well-attended and highly evaluated annual conference session using the new resource.

EDUCATION ABROAD VISAS
NAFSA continues to be the leading information source for education abroad professionals on the ever-changing requirements for visas to study abroad. The Education Abroad Regulatory Practice Committee began its second year with an extensive network of members who performed liaison duties for key consulates around the country. The committee updated members regarding new UK immigration laws affecting U.S. students studying abroad, posted up-to-date authoritative information on www.nafsa.org, and responded to requests for assistance submitted to NAFSA's IssueNet.

STRATEGIC PLAN

GOAL 4
Achieve excellence in professional development and educational products and services.

ADVISER’S MANUAL
The NAFSA Adviser’s Manual, the most reliable and accurate guide on immigration regulations impacting international education, is updated with more than 50 changes in the average year in order to provide the most up-to-date content to subscribers. There are nearly 3,500 license holders who have access to the Adviser’s Manual content, including a comprehensive document library, and who receive a quarterly online newsletter detailing changes in immigration information.

ISSUENET
During the past year, 962 submissions were made to IssueNet, NAFSA’s online portal for international educators to report concerns about the government’s impact on student mobility. Submissions covered a wide range of topics, including changes in visa procedures for U.S. students going abroad. Education abroad country coordinators and consular liaisons and other NAFSA member experts responded to questions and posted updates. An online monthly IssueNet summary is available.

PUBLICATIONS
NAFSA released a number of new publications in 2010, including the e-publication Evaluating Foreign Educational Credentials: An Introductory Guide, plus revised editions of the student booklet Introduction to American Life, the Online Guide to Educational Systems Around the World (now with 93 country profiles), and the rewritten Abroad by Design (also now on CD-ROM). Internationalizing the Campus 2009, the annual publication highlighting recipients of the Senator Paul Simon Award for Campus Internationalization, earned Association Media & Publishing’s Silver EXCEL Award in the category of special publications.
INTERNATIONAL EDUCATOR MAGAZINE
For the fifth consecutive year, International Educator received national recognition. The magazine won APEX awards for cover design and for feature writing and an EXCEL magazine feature writing award. The July/August 2010 issue included an annual publications directory. Some editorial highlights of the past year included how universities are contributing through international education programs to the critical issue of water usage, the importance of building international education into K-12 programs, and a special section focusing on China.

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, professional development resources, and upcoming events. Read archived issues online.

TRAINING SERVICES
NAFSA’s first e-learning course, “Introduction to F-1 Student Advising,” opened for registration in mid-March, with a demo now available on the NAFSA Web site. Four additional e-learning courses will debut in 2011. A new Core Education Program workshop, “Developing Research Skills to Strengthen International Education Management Strategies,” will debut this fall at the Region I conference. At the 2010 annual conference, the Management Development Program was held with 40 percent of the class composed of international participants, and the redesigned Trainer Corps Preparation Program made its debut with more than 50 new trainer corps member participants.

2010 ANNUAL CONFERENCE SUCCESSES
NAFSA’s 62nd Annual Conference & Expo brought more than 7,200 international educators from 95 countries to Kansas City, Missouri, to share perspectives and best practices, network with peers, build new skills, and strengthen their programs. Attendees learned about the latest products, programs, and services from more than 370 exhibitors, including higher education consortiums from many countries, at the International Education Expo.

Keynote speakers included writer Salman Rushdie, who shared his views on artistic freedom and living in a globalized world; Pulitzer Prize–winning journalist and business executive Sheryl WuDunn, who told stories of the transformative power of education in the lives of girls around the world; and the former executive secretary of the Liberian Truth and Reconciliation Commission, Nathaniel Kwabo, who spoke passionately about building peace in his homeland. Planning is now underway for NAFSA’s 63rd Annual Conference & Expo to be held May 29-June 3, 2011, in Vancouver, Canada. The theme is “Innovation and Sustainability in International Education.”
STRAIGHTIC PLAN

GOAL 5
Develop and recommend principles for international education and develop guidelines and model practices for specific professional domains.

NEW STATEMENT OF ETHICAL PRINCIPLES
In 2009, the NAFSA Board of Directors revised this goal. Starting in 2010, the goal shifted from setting standards to promoting principles of professional practice in international education. Throughout 2010, the tenets outlined in the new Statement of Ethical Principles were broadly communicated to members. An ethics coordinator and ethics coordinator-designate now serve on the NAFSA Membership Committee, and an Ethics Implementation Task Force with broad representation from the regions and the knowledge communities was established. Educational sessions to broaden understanding of the principles were held during the annual conference, the regional conferences, and with NAFSA’s leaders at the Washington Leadership Meeting.

The Ethics Implementation Task Force is reviewing materials and resources to ensure alignment with the new Statement of Ethical Principles.

STRAIGHTIC PLAN

GOAL 6
Ensure effective governance, leadership, communication, and coordination for the association.

LEADERSHIP DEVELOPMENT
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.

In 2010, NAFSA’s commitment to the cultivation of member-leaders was broadened through the re-establishment of the Leadership Cultivation Subcommittee, which is working with the regions to host sessions about getting involved and serving in leadership roles. They are also leading online discussions about leadership through NAFSA’s social media outlets, which have drawn broad responses from NAFSA blog’s growing audience of international education professionals.

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.

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.

To be considered for one of the many member-leader positions, and join other emerging member-leaders, members are encouraged to complete the Profile of Interest, Experience and Expertise online.
STRATEGIC PLAN

GOAL 7  Ensure a strong administrative and financial foundation to support NAFSA’s strategic growth.

NEW REVENUE DEVELOPMENT
Historically, NAFSA has generated a sizeable percentage of its annual revenue from creative partnerships with the private sector, conference sponsorships, and advertising. The association also obtains revenue from individual giving campaigns and project-based fundraising. Together, this nondues, nonconference revenue represents more than $1 million in annual income.

NAFSA’s Global Partnership Program is a creative collaboration with more than 100 private sector companies, country consortia, and individual universities, and it offers a varying portfolio of benefits that includes preferred exhibit booth locations at NAFSA’s annual conference, advertising discounts, and preferred sponsorship opportunities. In 2010, fees from NAFSA’s Global Partnership Program yielded more than $530,000 in revenue, a significant proportion of the revenue earned from annual conference exhibitors.

Now in its 10th year, the Global Partnership Program is an innovative way for companies and organizations to support NAFSA. Thanks to the Global Partnership Program, NAFSA is able to keep membership dues and conference registration fees at a reasonable level and generate additional resources that help support its professional development programs. Funding also helps NAFSA sustain its increasingly influential public policy campaigns to educate policymakers about the critical value of international education.

During 2010, NAFSA launched a new NAFSA International Education Marketplace that represents yet another source of supplemental revenue. This online enhanced supplier directory lets international educators easily search a comprehensive listing of products and services from vendors and businesses engaged in international education or exchange.

Each year, NAFSA members and supporters donate to NAFSA through a variety of individual giving campaigns. These include the Annual Conference Campaign, the Year-End Campaign, and the Every Leader Campaign, which occurs during the Washington Leadership Meeting. In addition, NAFSA enjoys the support of 167 New Century Circle supporters who have pledged to leave a contribution to NAFSA in their wills. During 2010, NAFSA added nine new New Century Circle members, the largest annual increase in this category of supporters.

Visit www.nafsa.org/statement09 for NAFSA’s Audited Statement of Financial Position and Audited Statement of Activities.
Strategically increase the membership and participant base of NAFSA.

MEMBERSHIP VALUE ASSESSMENT

NAFSA is not immune to the economic challenges higher education and the broader global community have faced since the economic downturn began in 2008. With its members under pressure financially, NAFSA has sought to increase the value of membership and to convey the unsurpassed benefits provided to members and to the field of international education and exchange. NAFSA remains committed to building its role as the leader in the arena of international student and scholar exchange and mobility, even though it experienced a slight dip (5 percent) in membership and participation this past year.

This year, NAFSA has undertaken a comprehensive survey of members, former members, and those who have participated in association activities as a means to measure the value of various products, services, and benefits. NAFSA is committed to providing exemplary products and services to meet the ever-changing challenges of international educators in today’s dynamic environment.