

Consolidated Work Plan for 2009

12/10/2008, updated 1/30/09 to add EA-RP on 1.9 assignment listing

This is a consolidation of all Committee and KC work plans. For your reference, strategic plan objectives guiding 2009 planning are also listed.

Goal 1. Advocate for U.S. policies, laws, and regulations that promote and enhance international education.	
<i>1.1 Further promote international education as an essential component of U.S. leadership and public diplomacy, which enhances security and competitiveness in an interconnected world. Lead Accountability: VP, Public Policy and Practice (VP/PP&P)</i>	
<i>1.2 Obtain U.S. government commitment to an international education policy. Lead Accountability: VP/PP&P</i>	
<i>1.3 Promote a comprehensive national strategy to attract international students and scholars. Lead Accountability: VP/PP&P</i>	
<i>1.4 Promote a comprehensive national strategy to establish education abroad as an integral component of U.S. undergraduate education with a focus on diversity in participants and destinations. Lead Accountability: VP/PP&P</i>	
<i>1.5 Influence the immigration reform debate in Congress to best serve international education. Lead Accountability: VP/PP&P</i>	
<i>1.6 Facilitate the exchange of information regarding state policies and practices that promote or impede international education. Lead Accountability: VP/PP&P</i>	
<i>1.7 Establish NAFSA as the nation's premier grassroots advocate on behalf of international education. Lead Accountability: VP/PP&P</i>	
<i>1.8 Maintain NAFSA as an indispensable source of information and guidance to Congress and presidential candidates on policy relating to international education, and strengthen relationships with the Executive Branch. Lead Accountability: VP/PP&P</i>	
<i>1.9 Maintain NAFSA as an indispensable source of guidance to agencies in forming regulations and practice policies affecting international students and scholars. Lead Accountability: ISS Regulatory Practice Committee (ISS-RP) Education Abroad Regulatory Practice Committee (EA-RP)</i>	
<i>1.10 Continue to utilize coalitions with organizations such as higher education, immigration, policy, and business associations in strategic support of NAFSA's policy agenda. Lead Accountability: VP/PP&P</i>	

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
RAC	1.7a	Use State whips to facilitate team training efforts	Member Initiative		Approved. Continue to explain to members why some States have Whips and some do not.

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RAC	1.7b	Develop a session at regional conferences about NAFSA's advocacy priorities and grassroots efforts	Member Initiative Consult with Public Policy Staff		Approved in consultation with staff.
EA-RP	1.9a	Expand liaison activities with appropriate U.S. government agencies by staff or by members directed by staff.	Staff support, conference calls		Approved
EA-RP	1.9b	Keep VPPPP informed of priority issues identified by Committee.	Staff support, budget for meeting if necessary		Approved
ISS-RP	1.9a	Continue to expand liaison activities with government agencies and to increase number of agency offices with whom staff and leaders interact.	Staff support, conference calls		Approved
ISS-RP	1.9b	Identify those issues that are longer term, public policy issues and report on these to the Vice President for Public Policy and Practice in the monthly committee teleconferences.	Staff support		Approved. The VPPPP will participate in teleconferences.
ISS-RP	1.9c	Provide input to the VPPPP or to the Public Policy staff as requested when member expertise is needed.	Staff support		Approved

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

*2.1 Effectively establish the value of international education through communication and outreach.
Lead Accountability: Vice President, Education and Professional Development (VP/E&PD)*

*2.2 Establish NAFSA as an indispensable resource for developing campus internationalization strategies among campus leaders, faculty and international educators.
Lead Accountability: KC-IEL*

IEL KC	2.2a	Work with NAFSA leadership and staff to develop cross-organization approach to campus internationalization in U.S. higher education. Lead: Norm Peterson and Susan Sutton			Approved, in coordination with Bob Stableski.
IEL KC	2.2b	Contribute to NAFSA's work with NASULGC in developing Center for Capacity Building in Study Abroad Lead: TBD		Center for Capacity Building & EA-KC	Approved, in coordination with Bob Stableski.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national bud- get resources needed	Activity Partner, if any	VP Comments
IEL-KC	2.2c	Collaborate with TLS KC on "Comprehensive Internationalization" framework as a pan-initiative apparent from the NAFSA home page. Lead: Norm Peterson and Susan Sutton	1-2 conference calls	TLS-KC	Approved pending budget and with work to be coordinated with Bob Stableski.

Goal 2.3 Encourage outcomes assessment and disseminate research findings related to the impact of international education on individuals, institutions, and the global workforce. Lead Accountability: KC-TLS

RAC	2.3	Discuss need for conducting a research study/survey that will provide data showing the institutional impact of international students as compared to domestic students with VP/PPP		VP/PPP	
TLS-KC	2.3a	Based on the work of the KCCC task force that identifies internationalization priorities within each KC, articulate frameworks within which TLS will promote scholarship on internationalization. Lead: Martha Denney	Staff support	KCCC	Approved pending budget, and in coordination with staff.
TLS-KC	2.3b	Contribute to the comprehensive internationalization framework by identifying and disseminating research and scholarship resources to members on key topics in the areas of comprehensive internationalization. Emphasize inclusion of lesser-known and international sources. (RS Network Leader with Faculty Member at Large)	Academic research support person, Web Support person at NAFSA	IEL	Approved in principle, pending budget. Staff will explore alternatives to academic research staffer.
TLS-KC	2.3c	Take KC input (via KCCC) and identify categories on internationalization as well as key resources and research on internationalization within those topic areas. Lead: RS Network Leader	Academic research support person at NAFSA	KC chairs and representatives	Approved in principle, pending budget. Staff will explore alternatives to academic research staffer.
TLS-KC	2.3d	Appoint and charge a TLS task force to examine needs for development of workshop and practice resources on assessment, monitoring and evaluation in international education programs and initiatives. This will include outreach to sister organizations and what they have done in this area. Lead: Martha Denney	Training Services consultation	IEL? ACE? AAC&U?	Approved pending budget, and in coordination with staff.
TLS-KC	2.3e	Contribute to a meta-analysis of research on international students and scholars Linda Drake-Gobbo with Gayle Woodruff		Support for graduate student at UMN and 1-3 conference calls	Approved pending budget and pending approval of concept paper.

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Goal 3. Advance NAFSA's Leadership position in key knowledge areas.

3.1 Enhance our position in international student/scholar services; regulatory practice; education abroad; and recruitment, admissions and preparation by anticipating and creatively addressing emerging issue and trends. Lead Accountability: KC-EA, KC-ISSS, KC-RAP, ISS-RP, EA-RP

EA-KC	3.1a	Create new web content to fill in gaps, especially on structuring offices, marketing EA on campus, and resources for underrepresented institutional types (i.e., community colleges), Lead: Web Information Coordinator			Approved as member initiative.
EA-KC	3.1b	Create at least one practice resource related to special issues faced by two-year institutions engaged in study abroad. Lead: Stacia Zukroff	None		Approved as member initiative.
EA-KC	3.1c	Have the newly re-constituted subcommittee on under-representation review all practice resources in all 3 EA networks and create at least 2 new practice resources to fill existing gaps, primarily in regards to non-traditional populations with the exception of students of color. Lead: EA Chair-Elect	None	Subcommittee on Under-Representation	Approved as member initiative.
EA-KC	3.1d	Encourage at least 4-6 regional sessions for Fall 2009 related to sending students to non-traditional destinations Lead: Ann Halpin		EA Regional liaisons	Approved as member initiative.
EA-KC	3.1e	Create a practice resource for EA professionals who are not familiar with advising on programs in developing countries. Lead: EA Chair-Elect		Whole World Subcommittee	Approved as member initiative.
EA-KC	3.1f	Coordinate with the Center for Capacity Building in Study Abroad as appropriate to develop resources that assist EA professionals to reach out to their institutional leadership and demonstrate the value of education abroad to the campus. Lead: Stacia Zukroff		Center for Capacity Building in Study Abroad	Approved in principle. Consult with Staff on next steps and take lead from CCB where assistance from the KC would be appreciated.

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EA-KC	3.1g	Continue to propose and present sessions at other associations' conferences throughout 2009 on institutional management of education abroad and related topics of interest to those associations, partnering with the Center as appropriate (possible conferences might include the Forum and CIEE). Lead: Stacia Zukroff		Center for Capacity Building in Study Abroad	Approved as member initiative, in consultation with staff.
EA-KC	3.1h	Utilize regional liaisons to send reminders to regional listservs regarding participation in sessions and workshops at the regional and national conferences, as well as inform regional EA population about new and existing resources. Lead: Ann Halpin		Regional liaisons, Regional Outreach Coordinator	Approved as member initiative, and in consultation with staff regarding marketing strategy.
EA-KC	3.1i	Develop and implement a communication plan with network leaders, in consultation with NAFSA staff, to inform EA colleagues about new and existing resources through discussion forum announcements, regional listservs, and SECUSS-L – possibly something quarterly, similar to the wRAP-up newsletter, that would highlight existing resources along with articles about facing the coming quarter's issues (orientation, recruitment, budgeting, etc.) Lead: Rob Hallworth	May require Publications staff time if we go the quarterly newsletter route	EA Network Leaders	Approved in principle pending budget, and in consultation with staff.
EA-KC	3.1j	Grow network memberships by at least 20% by the end of 2009 Lead: New Web Information Coordinator	None	Regional Liaisons, EA Network Leaders	Please provide more specificity in terms of how you plan to achieve growth.
EA-KC	3.1k	Create at least 2 new practice resources, sessions, and/or workshops educating/training EA professionals about visa issues, working closely with the EA P&P Subcommittee. Lead: Jim Gehlhar		Policy and Practice	Approved as member initiative.
EA-KC	3.1l	Creation of a task force (jointly with SIM) to finalize the outline of the 4 th revision of the <i>Guide to Education Abroad</i> . Lead: Sue Atkins	SIM budget	SIM	Approved pending budget approval.
EA-RP	3.1a	Implement recommendations from EA Visa Resources meeting: Develop <i>EA Get Liaison Help</i> for new subcommittee	Conference calls, training meetings, SEVIS II meeting if needed, and staff support.		Approved pending budget approval.

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EA-RP	3.1b	Implement recommendations from EA Visa Resources meeting: Develop structure of new subcommittee and populate.	Staff support and budget resources		Approved pending budget approval.
EA-RP	3.1c	Develop and follow protocols for liaison with U.S. agencies and foreign consulates in the U.S. <u>Regional Chair Streams</u> Suggestions for Subcommittee members who will liaise with consulate visa offices; suggestions for Regional conference sessions related to government issues; dissemination of information to the field via Regional Liaisons and Regional Web sites.	Staff support	Regional Chair Streams	Approved
EA-RP	3.1d	Implement recommendations from EA Visa Resources meeting: Plan and deliver training meeting	Staff support and budget resources		Approved pending budget approval.
EA-RP	3.1e	Solicit input regarding EA issues related to government (U.S. and foreign consulate visa offices) from members and others in order to anticipate emerging issues and trends <u>EA-KC & Regional Teams</u> Encourage members and others to report trends and emerging issues and questions for U.S. agencies or consular/embassy offices to IssueNet's <i>Report an Issue</i> . After case management tool is launched, encourage members and others to use IssueNet's <i>Get Liaison Help</i> (EA version) to request assistance regarding visa applications.	<i>Report an Issue</i> development & maintenance; staff support	EA-KC & Regional Teams (see far left column for dependency description)	Approved
EA-RP	3.1f	Ensure transparency regarding Committee member recommendations to the Chair, Country Coordinator recommendations to the Subcommittee Chair, and Committee's follow-up.	Staff support; Committee Updates on Web.		Approved
EA-RP	3.1g	In coordination with KCs, solicit government/regulatory related proposals for the 2010 annual conference in June & July, 2009 <u>EA-KC Chair Stream</u> Exchange info related to govt. issues: input to EA-RP regarding trends and emerging issues; updates to KC regarding action taken; recommendations to KC regarding potential practice resources needed; virtual review & comments on session and w/s proposals and Hot Topics session content related to govt. issues.		EA-KC Chair Stream (see far left column for dependency description)	Approved – No resources needed.

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EA-RP	3.1h	By Annual Conference, suggest conference topics related to government issues for Regional Conferences			Approved – No resources needed.
EA-RP	3.1i	Coordinate with EA Regional Liaisons and the KC team to communicate Committee or Subcommittee information to the field.	Staff support		Approved
EA-RP	3.1j	For government-related sessions/workshops, read proposals and provide comments to EA-KC coordinator on ACC by their due date in early fall 2009.	Staff support; Web solution		Approved
EA-RP	3.k	Cooperate with Capacity Building Center as requested and as appropriate.	Staff support		Approved
ISSS-KC	3.1a	Provide information to KCISSS community on grant opportunities available to KCISSS professionals via networks. Lead: Janice Bogen and network leaders Develop resources or programs that will assist KCISSS professionals on how to inform other departments on their campuses who apply for grants about the role of the ISSS office and to ensure that proper consultation is made with the ISSS office before committing the institution to bringing internationals to campus as part of a grant application. Lead: Sherif Barsoum, Kathy Hammett	Conference calls as needed		Approved pending budget.
ISSS-KC	3.1b	Promote availability of the Intercultural Toolkit Lead: NAFSA staff in consultation with toolkit task force	NAFSA staff will handle promotion	Regional Liaisons, TLS-KC	Approved pending budget.
ISSS-KC	3.1c	Increase network participation Lead: Network Leaders		Network Leaders	Please provide more specificity in terms of how you plan to achieve an increase in network participation.
ISSS-KC	3.1d	Continue to foster ongoing communication among ISSS national team and regional liaisons. 1. Host two conference calls/year; 2. Invite regional liaisons to attend part of ISSS team meeting at the Annual Conference; 3. Continue to seek out regional liaisons to populate working groups and task forces, by using KCISSS-L. Lead: Sherif Barsoum and all KCISSS			Approved as member initiative.

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ISS-RP	3.1a	Support Committee's Subcommittees through orientation for new members, training for those with budget approval, organizational assistance, and support SE-VIS II meeting if needed.	Conference calls, training meetings, SEVIS II meeting if needed, and staff support.		Approved
ISS-RP	3.1b	Solicit input regarding practice issues from members and others in order to anticipate emerging issues and trends.	IssueNet development & maintenance; staff support.		Approved
ISS-RP	3.1c	In coordination with the KC-ISSS, plan a coherent set of sessions on immigration topics for the 2010 AC, and solicit sessions in June/July 2009. Provide organizational structure for government/regulatory sessions, including those planned in advance and needed at the time of the conference.	Staff support	KC-ISSS	Approved
ISS-RP	3.1d	For regulatory sessions/workshops, read proposals and provide comments to KC-ISSS coordinator by the ACC due date in fall 2009.	Staff support	KC-ISSS	Approved
ISS-RP	3.1e	Communicate regularly with KCISSS Chair of Regulatory Practice Subcommittee to suggest timely practice resources needed for the ISSS community as identified by the ISS-RP subcommittees.	Staff support		Approved
RAP-KC	3.1a	Foster ongoing dialogue with the regional RAP team members. Continue to invite regional liaisons to team meetings at the annual conference. Two conference calls a year (right after WLM and just before the regional conferences) Lead: Julie Sinclair	Staff and member-leader time for reports/emails/calls		Approved as member initiative.
RAP-KC	3.1b	Develop on-line, best practice resources on at least 2 of the following (to be determined at retreat and through member survey): one-person international admissions office, international graduate admissions, recruiting for 2-year institutions, recruiting for highly selective institutions, working with low income international students. Lead: Aimee Thostenson and Mike Ickowitz	Staff time for posting on web, expertise profile searches for authors		Approved pending budget.
RAP-KC	3.1c	Produce 3 to 5 issues of wRAP UP. Lead: Aimee Thostenson/Julie Sinclair	Staff time for network web posting and NAFSA.news postings		Approved as member initiative.

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RAP-KC	3.1d	Bologna Accord and Network: continue to contribute to information flow on this subject including articles in wRAP Up and International Educator; continue to coordinate activities with and support the Bologna Task Force. Lead: Robert Watkins	Staff time for network web posting		Approved as member initiative.
RAP-KC	3.1e	Fine tune First-Timer's Guide to RAP handout. Lead: Julie Sinclair	Staff time and budget to print copies for conference		Approved as member initiative.
RAP-KC	3.1f	Encourage network subscribers to submit session proposals on topics that need to be addressed. Lead: Network Leaders	Member initiative		Approved as member initiative.
RAP-KC	3.1g	Select RAP distinguished service award recipient. Lead: Chair-stream and team	Member initiative		Approved as member initiative.
RAP-KC	3.1h	Encourage SPA membership to form a MIG to ensure that SPA sessions and workshops continue to be offered at the national conference. Lead: Kate Trayte Freeman	Staff time for e-mails, phone calls		Recommend keeping SPA Network in 2009. Removal of SPA network may require Board approval.
RAP-KC	3.1i	<ul style="list-style-type: none"> • Continue to develop leadership for the RAP KC. • Identify and cultivate future RAP leaders and encourage them to serve on the team, in subcommittees, etc. • Communicate RAP's needs to Nominations and Elections Subcommittee. • Continue to review make up of RAP national team in order to meet member needs and align with the NAFSA strategic plan. Lead: Chair-stream	Staff time to do Expertise Profile searches.		Approved as member initiative.
RAP-KC	3.1j	Foster ongoing communication among RAP national team including scheduling 3 team conference calls (April pre-conference, July pre-FPM/work plan, and December pre-WLM). Lead: Julie Sinclair	Staff time to set up and join calls		Approved as member initiative.

3.2 Produce programs, products, and services that establish NAFSA as a leader in teaching, learning, and scholarship; international educational leadership; and international enrollment management. Lead Accountability: KC-IEL, KC-RAP and KC-TLS

IEL-KC	3.2a	Work with regional liaisons to plan and conduct IEL sessions at half of the regional meetings in 2009. Lead: Nancy Young	Possibly travel for IEL presenters to some regionals.	Regions	Approved as member initiative; will discuss alternatives to travel.
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IEL-KC	3.2b	Advance mutually-beneficial working relationship with AIEA, by working together on Washington Symposium and meeting with AIEA leadership Lead: Norm Peterson, Susan Sutton	Possible travel	AIEA	Approved, in coordination with staff.
IEL-KC	3.2c	Plan and conduct Conference Symposium, in collaboration with staff. Lead: Program Chair, others on team	1-2 conference calls; possibly honoraria for speakers		Approved pending budget, and in coordination with staff. Staff will continue to budget for program design.
IEL-KC	3.2d	Plan and conduct IEL Leadership Update Breakfast, possibly identifying engaging topic in addition to the updates. Lead: Susan Sutton	1-2 conference calls		Approved as member initiative.
IEL-KC	3.2e	Select and promote sessions that constitute an inclusive "IEL Experience" program (emphasizing internationalization, partnerships, global citizenship, and leadership development). Lead: Joe Brockington	1-2 conference calls		Approved as member initiative.
IEL-KC	3.2f	Develop final proposal for submission to SIM at Summer 2009 meeting: Developing International Programs at Two-Year Institutions. Lead: TBD		SIM	Approved pending budget
IEL-KC	3.2g	Plan and conduct at least four interactive sessions on the IEL networks. Leads: Jim Cross and Yating Chang	4-8 conference calls		Approved pending budget
IEL-KC	3.2h	Develop at least two entries in new series of 1-2 page e-publications/executive summaries on key topics in IEL Lead: Donna Mancini	2 conference calls	SIM	Approved pending budget and with staff support.
IEL-KC	3.2i	Develop two new programs and materials from Delphi survey, perhaps on "skills in leadership, collaboration and change management," recommended by NAFSA's statement on internationalization. Lead: Susan Lambert and Norm Peterson	Training Services and/or Publications staff, possibly overlaps other program development		Approved pending budget and with staff support.
IEL-KC	3.2j	Consider working with TCS on Core Educational Program on navigating institutional culture, to be rolled out in 2011 Lead: Susan Lambert	Training Services Staff	TCS	Approved, in coordination with TCS.

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IEL-KC	3.2k	Work with TCS to develop effective training program on internationalizing the campus Lead: Susan Lambert	Training Services Staff	TCS, TLS, possibly ACE	Approved, in coordination with TCS.
IEL-KC	3.2l	Membership on international enrollment management task force Lead: Susan Sutton		RAP, ISSS	Approved, in coordination with Bob Stableski.
IEL-KC	3.2m	Contribute to NAFSA initiative on ethics Lead: Susan Lambert			Approved
RAP-KC	3.2a	Implement and monitor IEM Discussion Forum. Lead: Julie Sinclair and Susan Kassab	Staff resources needed to set up discussion forum. Member initiative market discussion forum.		Approved as member initiative.
RAP-KC	3.2b	Develop a proposal for an IEM Workshop for 2010. Lead: Chris Peltier	Member initiative to develop content. Staff resources need to facilitate curriculum development process.		Approved as member initiative.
RAP-KC	3.2c	Develop list of potential IEM Publications with proposal for publication of international online printed resource in 2010. Lead: John Eriksen	Member initiative to develop content. Staff resources need to facilitate publication process.		Approved as member initiative.
RAP-KC	3.2d	Continue discussions about the direction of IEM with small committee to define IEM and where it is headed. Implement IEM Network and Subcommittee in 2009 pending approval of NAFSA Board. [Please see 4.1a about the retreat.] Lead: Julie Sinclair	Staff resources for conference calls.		Hold until after retreat.
RAP-KC	3.2e	Develop (or encourage submission of) IEM conference sessions. Lead: Chair-stream/Network Leaders [This is an area that needs coordination with IEL ACC rep.]	Member initiative.	IEL-KC	Approved as member initiative.

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TLS-KC	3.2a	Develop a SIM proposal for a handbook/resource (format to be determined) aimed at faculty on how to integrate international content and perspectives into teaching and preparation for international programming. (Topics to include content analysis of what is being taught, curriculum integration, syllabi, etc.) Lead: Linda Drake-Gobbo	Publications Staff	SIM	Proposal must include specificity on how this resource would be developed and disseminated for an audience not currently represented within NAFSA, or specify a NAFSA audience who could reach out to faculty not currently represented within NAFSA.
TLS-KC	3.2b	Create and implement mechanisms to invite submissions to add new theories and practices to the theory grid (from 2008) (the grid will act as an initial taxonomy) Lead: Gayle Woodruff	NAFSA web support		Approved pending budget
TLS-KC	3.2c	Develop a proposal for a TLS webinar on Accessing Best Practices in Internationalization Matrix (ABPI) and theory connections grid. Lead: Barbara Kappler	NAFSA training staff	TCS	Approved as member initiative, with proposal to go to TCS for consideration regarding Webinar.
TLS-KC	3.2d	Develop a session to be converted into a TLS webinar to help NAFSAns work with on-campus faculty on Internationalization in the Classroom, emphasizing theory to practice links. Lead: Joe Hoff	NAFSA Training Staff	TCS Selected faculty members	Approved as member initiative, with proposal to go to TCS for consideration regarding Webinar
TLS-KC	3.2e	Work with NAFSA staff to develop a mechanism for on-line submissions of theory-to-practice case studies. Lead: Gayle Woodruff	NAFSA web support	Staff	Approved pending budget, and in coordination with staff.
TLS-KC	3.2f	Integrate existing and submitted case studies with TLS Theory Connection Grid and put it on the NAFSA/TLS website Lead: Gayle Woodruff	Web support, publications	All KC's selected member presentations	Approved as member initiative.
TLS-KC	3.2g	Develop a TLS Research CEP workshop in 2009 to be first presented at 2010 AC (based on the successful research workshop led by Kevin Gormley) Lead: Barbara Kappler	Training staff and budget	TCS	Approved pending budget
TLS-KC	3.2h	Identify topic for <i>International Educator</i> article and get on calendar. Lead: Martha Denney	Publications Staff		Approved as member initiative; will need specifics in order to talk with IE staff.

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TLS-KC	3.2i	Develop a proposal for establishing guidelines, criteria, and selection process for a Joe Mestenhauser Re- search Award for a person whose research has made a major contribution to the field. Lead: Martha Denney with Linda Drake-Gobbo		NAFSA Board	Further conversation with staff and VP, including clarification of desired outcomes needed.
TLS-KC	3.2j	Investigate and make recommendations on feasibility of implementing a graduate student award for an out- standing paper for original research in field. Lead: Martha Denney with Linda Drake-Gobbo		NAFSA Board	Further conversation with staff and VP, including clarification of desired outcomes needed.

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

4.1 Identify emerging needs, prioritize potential product options, and test market viability to develop new products. Lead Accountability: KCCC-TCS/SIM and All KCs

EA-KC	4.1a	Write a SIM proposal for a pamphlet or other publica- tion on curriculum integration, working with TLS. Lead: Sue Atkins	SIM Budget	SIM, TLS-KC	Approved in principle, pending review and ap- proval of SIM and pend- ing budget.
EA-KC	4.1b	Identify at least two points from the recommendations from the internationalization task force report that EA could move forward in 2009. Lead: Stacia Zukroff			Approved as member initiative, and in consulta- tion with staff. Please consult with VP-EPD be- fore proceeding.
EA-KC	4.1c	Review whether the workshop for resident directors should be proposed as a CEP for creation in 2010. Lead: Elane Granger Carrasco	None	TCS	Approved as member initiative.
EA-KC	4.1d	Have the Whole World Subcommittee create at least one new workshop for the national conference in Kan- sas City (2010) Lead: EA Chair-Elect		Whole World Subcommittee	Approved as member initiative.
IEL-KC	4.1a	Hold retreat to assess what has happened since the KC was founded and revisit its scope, goals, member- ship, networks, and determine priority outcomes for IEL for next 3-5 years. Lead: Susan Sutton	Travel, 1-3 staff at retreat, logis- tical support, 2-4 conference calls		Approved pending budget

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IEL-KC	4.1b	Contribute to NAFSA work on mid-career needs. Lead: Nancy Young			Approved with work to be coordinated with TCS and staff.
IEL-KC	4.1c	Plan and conduct gathering of regional IEL reps at 2009 NAFSA Conference. Lead: Nancy Young		Regions	Approved as member initiative with staff support to secure meeting room.
IEL-KC	4.1d	Revisit the networks during retreat (see 4.1a) Lead: Susan Sutton	(see 4.1a)		Approved pending budget approval of retreat.
IEL-KC	4.1e	Conduct study on changing nature of SIO titles, responsibilities, international offices, and decision-making about international activities at colleges and universities across U.S. Lead: Susan Sutton, Norm Peterson	Support for survey and/or web search study by student assistant	Possibly AIEA	Please hold this activity for consideration in light of retreat outcomes.
IEL-KC	4.1f	Identify new members for IEL Team Lead: Susan Sutton	1-2 conference calls		Approved as member initiative.
ISSS-KC	4.1a	Task force to review stated core skills Lead: Chair, Shalini Bhutani, sits now on ethics review TF and will incorporate those outcomes into our specific work for KCISSS, Janice Bogen	Staff resources needed to set up calls		Approved pending budget
ISSS-KC	4.1b	Intercultural Poster Session at conference: Work with poster fair participants to possibly present their presentations on the CCP network Lead: CCP, PCO coordinator		TLS-KC	Approved as member initiative.
ISSS-KC	4.1c	Short Term Programs Task Force <ul style="list-style-type: none"> ▪ Develop a service package that prepares the ISSS professional in facilitating short-term participation in U.S. educational institutions by international students and scholars. ▪ A report will be prepared by December 1, 2008, that includes guidelines for campus-based professionals relating to a variety of factors that must be considered when planning short-term programs including registration, pricing, immigration, administration, etc. Lead: Mark Hallett	Conference Calls, web services assistance as needed	RAP-KC EA KC	Approved pending budget
ISSS-KC	4.1d	Post timely Regulatory Practice Resources on the Web.		ISS-RP	Approved as member initiative.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
ISSS-KC	4.1e	Create a promotional piece for ISSS professionals to inform other offices on their campuses about who they are, what their roles are in the processing of international students, and what they do to contribute to internationalization and international programs. The piece could be in the form of a power point template that could be tailored to each campus. The power point would be available as a downloadable tool on the networks. Lead: Sherif Barsoum, Shinn Ko and Kathy Hammett		Conference calls, Web Services assistance	Approved in principle, pending review and approval of SIM if a resource other than a PowerPoint is considered.
ISSS-KC	4.1f	Charge a task force to create a career path Web-based resource. The resource would cover how to break into and advance in the ISSS field and how to build skills that can take a professional from one field (e.g. ISSS) to another (e.g. EA) Lead: Sherif Barsoum, Network Leaders	Conference calls, Web Services assistance	EA-KC RAP KC	Approved pending budget
ISSS-KC	4.1g	Create and enhance workshops and seminars at Annual Conference for Mid level professionals to meet the needs of those with 4-8 years of experience. Tie-in to career advisory resources. Lead: Sherif Barsoum, ACC Rep for 2010, Shinn Ko			Approved as member initiative.
ISSS-KC	4.1h	Identify SIM agenda/publication needs for the ISSS community for 2010 Lead: Kathy Hammett			Approved as member initiative.
RAP-KC	4.1a	RAP Retreat to determine how to fulfill international enrollment management objective set by Board to be held in 2009 Lead: Julie Sinclair	Staff resources needed to host retreat and meeting facilitator.		Approved pending budget
RAP-KC	4.1b	As preparation for the retreat, determine what data and information would be useful to know to help create environmental scan of recruitment field and to produce high quality educational programming for field. Lead: Julie Sinclair	Staff resources needed to contract with a research firm to execute survey.		Review data collection notes from 2006 IEM task force study first.
RAP-KC	4.1c	Investigate translation of "A Parent's Guide to Education" into at least one other language in 2009. Lead: John Eriksen	Money for translation and publication		Approved in principle, pending review and approval of SIM.
RAP-KC	4.1d	Continue to work on the revision of the <i>NAFSA Guide to Educational Systems Around the World</i> . Lead: John Eriksen	Staff time for web posting and NAFSA.news		Approved as member initiative.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
RAP-KC	4.1e	Foster positive relationships with other professional organizations, such as NACAC, AACRAO, etc, continuing discussion on working with agents. Lead: Julie/Chair-stream [Association to association connections happen at the management and board level, but members can and should participate in activities of those associations.]	Staff time to set up meetings/phone calls		Association will take lead on official contact with sister organizations.
SIM-KCCC	4.1a	NAFSA's Guide to Education Abroad book revision. Choose lead editors and chapter authors, monitor work.	Project mgmt, editorial Part of honoraria for lead editors	EA-KC	Approved pending budget
SIM-KCCC	4.1b	<i>Basic F-1 for Beginners</i> book revision	Project mgmt, possibly editorial, possible honorarium	ISSS-KC	Approved pending budget
SIM-KCCC	4.1c	<i>Learning Across Cultures</i> book revision	Project mgmt, editorial, design, production, printing, honorarium	Pan-NAFSA TLS, ISSS & EA KCs Lead	Approved pending budget
SIM-KCCC	4.1d	<i>Crisis Management in a Cross Cultural Setting</i> book revision	Project mgmt, editorial, design, production, printing, honorarium	Pan-NAFSA, EA & ISSS KCs lead	Approved pending budget
SIM-KCCC	4.1e	<i>Sexual Health and Lifestyles for Education Abroad</i> , new brochure	Project mgmt, editorial, design, production, printing, honorarium	EA-KC	Approved pending budget
SIM-KCCC	4.1f	<i>Sexual Health and Lifestyles for International Students</i> new brochure (To Your Health Series)	Project mgmt, editorial, design, production, printing, honorarium	ISSS-KC	Approved pending budget
SIM-KCCC	4.1g	<i>Medical Insurance for Intl Students, Scholars, and Their Families</i> (To Your Health Series) brochure revision	Project mgmt, editorial, design, production, printing, honorarium	ISSS-KC	Approved pending budget
SIM-KCCC	4.1h	<i>U.S. Classroom Culture</i> (U.S. Culture Series) brochure revision	Project mgmt, editorial, design, production, printing, honorarium	ISSS-KC RAP-KC	Approved pending budget

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
SIM-KCCC	4.1i	<i>Religion in the U.S. for International Students</i> new brochure (U.S. Culture Series). Develop final proposal for submission to SIM at Summer meeting 2009.		ISSS-KC RAP-KC	Approved pending budget
SIM-KCCC	4.1j	<i>Applying to a U.S. University</i> new brochure. Develop final proposal for submission to SIM at Summer meeting 2009		RAP-KC	Approved pending budget
SIM-KCCC	4.1k	<i>Developing Successful Internship, Service Learning, etc., Programs Abroad</i> new book. Develop final proposal for submission to SIM at Summer meeting 2009		EA-KC	Approved pending budget
SIM-KCCC	4.1l	<i>Developing International Programs at Two-Year Institutions</i> new book. Develop final proposal for submission to SIM at Summer meeting 2009		Pan-NAFSA IEL-KC Lead	Approved pending budget
SIM-KCCC	4.1m	<i>Back in the U.S.A.</i> booklet revision. Develop final proposal for submission to SIM at Summer meeting 2009		EA-KC	Approved pending budget
SIM-KCCC	4.1n	<i>Basic Facts on Study Abroad</i> brochure revision. Work with staff to determine potential author and plan revisions.		EA-KC	Approved pending budget
SIM-KCCC	4.1o	<i>Introduction to American Life</i> (U.S. Culture Series) brochure revision. Work with staff to determine potential author and plan revisions.		ISSS-KC and RAP-KC	Approved pending budget
TCS-KCCC	4.1a	Develop e-learning courses: <ol style="list-style-type: none"> 1. F-1 Regulations Second Step (ISSS) 2. Marketing/arm chair recruiting (RAP) 3. Short Term EA Programs (EA) 4. J-1 Regulations for Beginners (ISSS) 5. Overview of US Immigration system for non-ISSS (RAP) 			Approved pending budget
TCS-KCCC	4.1b	<ul style="list-style-type: none"> ▪ Create a three year plan for e-learning course development ▪ Investigate additional virtual training delivery modes, such as virtual conferences Lead: Entire Time			Approved pending budget
TCS-KCCC	4.1c	Participate in planning for creating educational framework or road map for professional development based on level of entry in field, stage in career and professional aspirations.			Approved pending budget
TLS-KC	4.1a	Identify primary topics and audiences for TLS practice resources based on internationalization priorities determined in initiatives 1 & 2. Lead: Inge Steglitz	Consultation with Publications, Web Services, and Training Services staff	KC(s) related to topics	Approved as member initiative.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
TLS-KC	4.1b	Institute occasional on-line "chats" with people doing interesting research or practice in the TLS areas. Lead: RS network leader, Gayle Woodruff, and Joe Hoff	Web staff	Selected members or representatives from other organizations.	Approved as member initiative.
TLS-KC	4.1c	Prepare and begin implementation of a plan for regular communication with TLS members with highlights of materials, opportunities, research, etc. through an e-newsletter, on-line "chats", blog, etc. Focus on methods that will draw in new generation members. Lead: Martha Denney	Marketing staff?	Network leaders	Approved as member initiative, and with coordination with staff.
TLS-KC	4.1d	Charge a task force to identify needed resources and methodologies for assessing and mapping faculty engagement with NAFSA and TLS. Lead: Martha Denney	Support for charging and convening a task force.	IEL	Approved pending budget and Task Force charge approval.
TLS-KC	4.1e	Explore the development of a seminar or workshop to prepare faculty for teaching abroad. Lead: Martha Denney	Training Services Staff	Campus-based institutes for teaching and learning (support offices)	Proposal to TCS or ACC must include specificity on how this resource would be developed and disseminated for an audience not currently represented within NAFSA, or specify a NAFSA audience who could reach out to faculty not currently represented within NAFSA.

4.2 Raise the quality of core training programs and explore new modes of delivery. Lead Accountability: KCCC-TCS

RAC	4.2	Encourage strategic selection of sessions and workshops for regional conferences.	Member Initiative		Approved. Continue the excellent quality of regional conference planning.
TCS-KCCC	4.2a	Training Coordination Subcommittee Policy & Process <ul style="list-style-type: none"> ▪ Document communications protocols for TCS decisions ▪ Work with KCs to create job descriptions for TCS reps Lead: Sora Friedman			Approved pending budget

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
TCS- KCCC	4.2b	Trainer Corps <ul style="list-style-type: none"> ▪ Revisit and update Trainer Corps job descriptions including workshop dean, curriculum team lead, curriculum team member, lead trainer and TC member. ▪ Revisit and update Trainer Corps recruitment, application and acceptance processes including Track I/II options. ▪ Communicate with KC stakeholders about any revisions to Trainer Corps roles. Lead: Sora Friedman			Approved pending budget
TCS- KCCC	4.2c	Trainer Corps Advisory Group will: <ul style="list-style-type: none"> ▪ conduct thorough needs assessment gathering data from relevant stakeholders (current and former Trainer Corps members, knowledge communities, regions, Janet Bennett, Trainer Corps leadership). ▪ establish long term goals for Trainer Corps training. ▪ establish systems for ongoing evaluation of training and trainer support. ▪ develop plan for revision for Trainer Corps training program, including the option to create a comprehensive, replicable curriculum for delivery at a variety of venues, including regional conferences. Lead: Sora Friedman, Barbara Kappler, Chris Peltier			Approved pending budget
TCS- KCCC	4.2d	Host Trainer Corps reception at Annual Conference Lead: Shinn Ko			Approved pending budget
TCS- KCCC	4.2e	Deliver Trainer Corps training including introductory and advanced workshops, theory to practice session, colloquium, lead trainer-orientation Webinars for both 2009 annual and regional conferences. Lead: Sora Friedman			Approved pending budget
TCS- KCCC	4.2f	Core Education Program – Convene work group to consider options for series of management workshops/programs. Lead: Sora Friedman /Chris Peltier			Approved pending budget
TCS- KCCC	4.2g	Convene work group to consider viability of pan-NAFSA Advising CEP. Lead: Elane Granger Carrasco/Shinn Ko			Approved pending budget

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
TCS- KCCC	4.2h	Revamp four CEP workshops: <ul style="list-style-type: none"> ▪ Pathways to Permanent Residency ▪ Filing Academic H-1 B Petitions ▪ J Regulations for Beginners ▪ J Regulations – Advanced Lead: Shinn Ko			Approved pending budget
TCS- KCCC	4.2i	<ul style="list-style-type: none"> ▪ Create new Applied Research CEP Workshop ▪ Review four CEP criteria ▪ Ensure all current CEPs are updated at least once annually ▪ Update and review three-year plan for CEP re-vamp, development. Lead: Barbara Kappler			Approved pending budget
TCS- KCCC	4.2j	<ul style="list-style-type: none"> ▪ Evaluate Academy V, monitor Academy VI, plan Academy VII Lead: Entire Team ▪ Recruit Academy VII Chair Lead: Sora Friedman ▪ Continue to liaise with Regions about Academy program Lead: Sora Friedman/Academy Chair 			Approved pending budget

4.3 Continue to increase accessibility to information beyond traditional publishing—emphasizing Web-based tools and adopting innovative, interactive technologies. Lead Accountability: KCCC-SIM

RAC	4.3	Support current chairs-elect with the web site roll-out through the implementation of a task force or committee	Member Initiative		Approved.
SIM- KCCC	4.3a	<i>Abroad by Design</i> book revision and conversion to e-Publication	Project mgmt editorial, design production, honorarium	EA-KC	Approved pending budget
SIM- KCCC	4.3b	<i>Advising Disabled Students Going Abroad</i> , new e-Publication	Project mgmt editorial, design production, honorarium	EA-KC	Approved pending budget
SIM- KCCC	4.3c	<i>Advising Disabled International Students</i> , new e-Publication	Project mgmt editorial, design production, honorarium	ISSS-KC	Approved pending budget
SIM- KCCC	4.3d	<i>Faculty Abroad: What They Need to Know Before They Go</i> new e-Publication. Develop final proposal for submission to SIM at Summer meeting 2009.		EA-KC	Approved pending budget

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national bud- get resources needed	Activity Partner, if any	VP Comments
SIM- KCCC	4.3e	<i>A Toolbox for Working with Overseas Alumni</i> new e-Publication. Develop final proposal for submission to SIM at Summer meeting 2009		Pan-NAFSA RAP-KC lead	Approved pending budget
SIM- KCCC	4.3f	<i>Joint and Dual Degree Agreements</i> new E-Publication. Develop final proposal for submission to SIM at Summer meeting 2009.		IEL-KC	Approved pending budget
SIM- KCCC	4.3g	<i>At Your Finger Tips</i> (Series of brief tools for SIOs) new e-Publication. Develop final proposal for submission to SIM at Summer meeting 2009		IEL-KC	Approved pending budget
SIM- KCCC	4.3h	<i>Theory Connections: Intercultural Communications and Training</i> Product Type: Undetermined. Develop final proposal for submission to SIM at Summer meeting 2009		TLS-KC	Approved pending budget
SIM- KCCC	4.3i	<i>Orientation Tools</i> (PowerPoints for use at EA Orientations). Develop final proposal for submission to SIM at Summer meeting 2009		EA-KC	Approved pending budget

4.4 Produce conferences that address a variety of learning styles, utilize state-of-the-art presentation methods and promote networking. Lead Accountability: ACC and Regions

RAC	4.4	Train and consult with regional chairs and chairs-elect to produce regional conferences that address a variety of learning styles, utilize state-of-the-art presentation methods, and promote networking	Member initiative and presence at WLM		Approved. Effective, diverse presentation styles need to be encouraged through the session proposal system.
TLS-KC	4.4a	Identify invited speaker(s) for 2010 annual conference on aspects of TLS interest and theory to practice; submit proposals. Lead: Joann Halpern	Conference Team		Approved as member initiative.
TLS-KC	4.4b	Seed and submit key session, workshop and invited speaker proposals for Annual Conference in Kansas City, 2010. Lead: Joann Halpern			Approved as member initiative.

4.5 Implement new models for timely product development and delivery. Lead Accountability: VP/E&PD

4.6 Emphasize theory-to-practice integration throughout the knowledge community areas. Lead Accountability: All KCs

TLS-KC	4.6a	Formalize a TLS review process for theory-to-practice case studies. Lead: Gayle Woodruff		Staff	Approved as member initiative.
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KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
TLS-KC	4.6b	Develop a plan for Fundamentals of Intercultural Communication CEP being offered at every regional meeting by 2011. Lead: Inge Steglitz with Barbara Kappler	Training Services and Regional Staff Liaison	Region Teams	Approved as member initiative, and with staff coordination.
TLS-KC	4.6c	Develop a seminar (joint session) for the 2010 conference on how to reach and work with faculty on Curriculum and Campus Internationalization; investigate and formulate workshop and propose CEP to follow. Lead: Joe Hoff	Training Services	TCS IEL	Approved as member initiative, with proposal to go to TCS later for consideration for 2010 or beyond.
TLS-KC	4.6d	Develop a process to integrate theory-to-practice into all NAFSA CEPs and into the 2010 conference proposal process, for implementation beginning in 2009. Lead: Barbara Kappler	Training Services staff	Other KCs	Approved pending budget, in coordination with staff.

4.7 Serve as a resource to, and utilize the resources of, international educators based outside the U.S. Lead Accountability: All KCs and ACC

EA-KC	4.7	Develop two new practice resources for institutions receiving students overseas, especially geared towards institutions/professionals who are newer to receiving U.S. students. Lead: Rob Hallworth	None	MBOUS Task Force	Approved as member initiative.
IEL-KC	4.7	Increase participation of SIOs from outside the U.S. through relevant programming and membership on the IEL Team. Lead: Entire team			Approved as member initiative.
ISSS-KC	4.7	Econ. Disadvantaged/underrepresented Task Force <ul style="list-style-type: none"> ▪ Practice resources to post on RAP and ISSS network pages. ▪ Review the 2008 annual conference session on this topic, <i>Overcoming Challenge: Admitting and Enrolling Economically-Disadvantaged Intl Students</i>, as seed for a 2009 annual conference session or workshop ▪ Potential article in <i>International Educator</i> ▪ Potential publication in print or electronic form ▪ Potential webinar on best practices in this area Lead: Mark Hallett	Conference calls, Web Services assistance as needed	RAP-KC	Approved pending budget

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
RAP-KC	4.7a	Identify ways to address needs of overseas-members by posting questions on the OEA network and REAC listservs Lead: Martha Bridgman and Mardi Klein [Membership Committee and staff are tasked with analysis of member needs.]	Staff and member-leader time for reports/emails/calls		
RAP-KC	4.7b	Identify ways to address needs of overseas-based members (a major area of increase in conference attendees). Lead: Martha Bridgman and Mardi Klein [A clearer understanding of who these individuals are is needed first.]	Staff and member-leader time for reports/emails/calls	Coordinate with ACC and Bill Smart.	Approved as member initiative.
RAP-KC	4.7c	Continue to work on, develop, and expand the OEA Professional Network. Lead: Mardi Klein	Staff time for network Web posting		Approved as member initiative.
RAP-KC	4.7d	Continue to promote participation of OEA advisors through submission of articles and conference sessions. Post announcements on OEA Network and REAC listservs. Lead: Martha Bridgman and Mardi Klein	Staff time for network web posting		Approved as member initiative.
RAP-KC	4.7e	Continue <i>A Fair Alliance</i> . A Fair Alliance is a volunteer program, which partners an overseas educational advisor with a U.S. counterpart. About one month before the annual conference, an overseas advisor will email their Embassy/Country Fair handouts to their U.S. partner. The U.S. partner will make copies of the handout and bring them to the Embassy/Country fair. Lead: Julie/Aimee/Mardi/Martha	None—member initiative		Approved as member initiative.
RAP-KC	4.7f	Select OEA Travel Grant and ETS Excellence Award recipients. Lead: Martha Bridgman	Selection process, member initiative. Staff resources needed to raise funds and coordinating awards ceremony.		Approved, pending budget. Possible connection to task force on economically disadvantaged students?
TLS-KC	4.7a	Explore lesser-known sources, new generation contributors and international resources on internationalization for inclusion in the TLS web materials and networks, including ABPI. Lead: Joe Hoff with Network Leaders	Academic research support person at NAFSA		Approved in principle, pending budget. Staff will explore alternatives to academic research staffer.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
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Goal 5. Establish professional standards and best practice for international education.

5.1 Set standards for the professional of international education and for specific disciplines in the field.

Lead Accountability: VP/E&PD and VP/MR

ISSS-KC	5.1a	Implement Ethics Guidelines Task Force Recommendations Lead: Shalini Bhutani			Approved as member initiative.
MEM	5.1-5.3	The Committee will work with the Ethics Subcommittee to build a strong ethics program that facilitates the continued research of ethical practices and promotes member education on ethical issues.	Professional Practice staff support		Approved. Bob Ericksen and the KCs will now expand the resources.

5.2 Contribute to the development of interorganizational standards to serve the profession of international education.

Lead Accountability: VP-E&PD and VP-Member Relations

RAC	5.2	Ensure that each region conducts financial audits consistent with NAFSA requirements	Consultation with NAFSA Comptroller		Approved. Continue treasurer training at WLM and Annual Conference.
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5.3 Disseminate and promote these standards widely.

Lead Accountability: VP/E&PD and VP/MR

Goal 6. Ensure effective governance, leadership, communication, and coordination for the Association.

6.1 Consistently employ a strategic planning process that engages all levels of the Association and aligns strategy, work effort, structure, and resources.

Lead Accountability: Board: Executive Committee

RAC	6.1a	Review national bylaws and standing rules as they relate to each region with VP-MR.	Member initiative		Approved. Review annually for any changes.
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KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
RAC	6.1b	Review regional operating procedures to ensure consistency with national bylaws and standing rules and notify VPMR of outcomes.	Member initiative		Approved. Ongoing need to update when necessary.

*6.2 Periodically evaluate board governance and member-leadership structure to ensure a flexible, nimble, effective, and efficient Association.
Lead Accountability: Board: Executive Committee*

RAC	6.2	Clarify with TCS and disseminate to regions how Trainer Corps members are selected.	Member initiative	TCS	Approved. Maintain strong communication at WLM and throughout the year.
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*6.3 Improve the effectiveness of the Association's communications.
Lead Accountability: Board: Executive Committee*

RAC	6.3	Consult with IEL and TLS KCs regarding how to cultivate relationships.	Member initiative	IEL-KC TLS-KC	Approved. Continue expansion of KC and network efforts.
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*6.4 Recruit and orient skilled, creative, and diverse member-leaders and staff who work in partnership to carry out the work of the Association.
Lead Accountability: Leadership Development Committee, Board: Nominations, CEO (for staff)*

LDC	6.4a	Expand Expertise Profile marketing efforts to include post-regional & annual conference outreach to member presenters not yet in EP (ongoing).	Member initiative with staff support to print and send letters or e-mails.		Approved, pending creation of timeline.
LDC	6.4b	Address the need to assist volunteer member leaders in understanding aspects of multigenerational leadership in volunteer organizations through creating new insert to add to WLM binders (ongoing).	Member initiative with staff support for presentation and with conference calls.		Approved. Greatly needed.
LDC	6.4c	Identify all leadership related sessions at 2009 annual conference and communicate information broadly to NAFSA members (ongoing).	Member initiative; need assistance from staff to identify sessions and to post on website.		Approved.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
LDC	6.4d	Work with Board Governance Task Force or Committee members as appropriate to: <ul style="list-style-type: none"> • develop clear understanding of the expanded role of the LDC in identifying the slate for non-Board positions. • develop clear understanding of role of LDC in identifying possible candidates for the Board (new). <u>Board Governance Committee</u> <ul style="list-style-type: none"> • When BGC is constituted, LDC Chair will discuss steps in realizing the expanded role of the LDC. • Articulating LDC's greater responsibilities in the nominations and elections process will help LDC meet their new objectives. 	Member initiative with staff support for conference calls.	Board Governance Committee	Approved.
LDC	6.4e	Ensure that LDC members and colleagues submit proposals to present sessions on member leadership opportunities for each Regional conference (ongoing).	Member initiative.		Approved. Consider developing a recommended format/best practices.
LDC	6.4f	Encourage all applicants who were not chosen for the annual election slate to update their Expertise Profile entries and to apply for appointed positions (ongoing; we did it this year and want to ensure this continues).	Technical assistance from staff to send e-mail from LDC to applicants who were not chosen for slate.		Approved
LDC	6.4g	Continue communication program throughout the year with KC chair streams and with VPE&PD regarding potential candidates for chairs-elect of KCs (ongoing). <ul style="list-style-type: none"> • VP/E&PD and LDC Chair to coordinate efforts on identifying candidates for KC Chairs-elect. • Strong communication program will ensure selection of optimal and strategic candidates and will enhance transparency as well. (on going) 	LDC Chair initiative with staff assistance regarding conference calls to each KC chair stream.	VP/E&PD	Approved. Supports year-round recruiting of leader nominations.
LDC	6.4h	Ensure that the chair of the New Leader Orientation Committee (formerly known as Leadership Cultivation Subcommittee) will be funded to attend Washington Leadership Meeting immediately following the end of his/her term on the LDC (new).	Funding to cover travel, lodging and per diem for NLO chair.		Tentative. Part of a larger discussion on who attends WLM. First step: formally get the name changed in September or December.
LDC	6.4i	With members of the Board Governance Task Force or Governance Committee and with input from staff, review whether existing election cycle for LDC Chair should be revised in light of new responsibilities for LDC (new).	Member initiative with staff support for conference calls.	Board Governance Committee	Approved. Give consideration to moving toward a three year cycle.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
		<u>Board Governance Committee</u> <ul style="list-style-type: none"> • When BGC is constituted, LDC Chair will discuss possible alterations in the LDC Chair election cycle. • Consider ways to help the newly elected LDC chair gain context & understanding of the greater responsibilities in nominations and elections process. 			
LDC	6.4j	Create a new LDC subcommittee to serve in an advisory capacity regarding the development of the NAFSA Leader Resource and Communication Center (new).	Support for conference calls with MRLS staff and LDC members.		Approved pending Board approval. Newest initiative.
LDC	6.4k	Through the Database Subcommittee, expand the Expertise Profile to include additional sections on past contributions and a photo, along with a link to membership information. Add a way to e-mail directly those individuals whose names arise in an EP report or “pull”. Promote these changes when completed to the membership and especially to member leaders (sort of new; we are always working to enhance the EP).	Technical support from staff regarding modification of the database and potentially of the website.		Approved, pending budget. Will enhance utilization in the future.
LDC	6.4l	Work with NAFSA technical support staff to modify Expertise Profile capacity so that every time a member updates his or her profile, an automatic “thank you” e-mail is sent on behalf of the LDC Chair to that member (ongoing).	Technical support from staff to modify EP to send automatic e-mails.		Approved, pending budget.
RAC	6.4a	Continue to provide leadership for training of regional representatives at both WLM and national conference.	Member initiative		Approved. Transition issues continue to need attention.
RAC	6.4b	Design and offer training for conference planners and treasurers at WLM. Update handbook for planners and treasurers	Member initiative Controller— participate in treasurer’s workshop MRLS— handbook update Meeting InSites & Palisades— conference planning meeting	NAFSA Controller; Meeting Insites; Palisades.	Approved. Continue training at WLM and Annual Conference.
RAC	6.4c	Encourage members in the regions to provide their info in the member-skills database for consideration for TFs and leadership positions for which they have particular skills. Send suggestions to LDC on information and strategies for developing expertise profiles.	Member initiative	LDC	Approved. Very important for future leader identification and involvement at local, State, regional and national levels.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national bud- get resources needed	Activity Partner, if any	VP Comments
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*6.5 Employ robust technologies to ensure efficient and effective delivery of NAFSA products and services.
Lead Accountability: Board: Finance and Audit; VPs (for application)*

Goal 7: Ensure a strong administrative and financial foundation for NAFSA.

*7.1 Ensure adequate financial resources from diverse sources for the sustainability, autonomy, and leadership role of the Association.
Lead Accountability: Board: Finance and Audit; Development*

*7.2 Achieve substantial growth of non-dues revenue by establishing mutually beneficial partnerships between NAFSA and the private sector.
Lead Accountability: Board: Development*

Goal 8: Strategically increase the membership and participant base of NAFSA.

*8.1 Manage member growth strategically, consistent with NAFSA's core competencies, and with annual review of strategy by the Board.
Lead Accountability: Board: Program Review; Membership*

MEM	8.1	The committee will work with the Awards subcommittee to ensure that the selection of IE leaders within and outside NAFSA is based on strong research and rigorous evaluation.	MRLS staff support		Approved. Need to continue to encourage more nominations for all awards
MEM	8.1 & 8.2	The committee will analyze NAFSA-generated environmental scans and distribute relevant information from them and other sources to NAFSA committees.	MRLS staff support		Approved. Very important that this continue.
MEM	8.1 & 8.2	The committee will work to promote member-based interest communities and the technology tools to communicate and provide value-added experiences to the NAFSA Membership.	MRLS staff support Web Services staff support		Approved, in coordination with staff. Excellent process to encourage specialized groups.

KC/ Committee	Objective	Activities to achieve outcome or end product by the end of 2009; clearly stated, realistic, verifiable. (Responsible Team Member)	Staff/national budget resources needed	Activity Partner, if any	VP Comments
MEM	8.1 & 8.2a	The committee will work with member communities to promote membership in NAFSA to strengthen, empower, and unite all of NAFSA's many communities: regional, knowledge, personal, national and international. Talk with all KCs, RAC and Regional Chair stream to collaborate on ways in which we can together encourage continued growth of KCs and NAFSA memberships.	MRLS staff support	All KCs RAC and regional Chair-stream	Approved. <ul style="list-style-type: none"> New member classifications needed? RAC and the regional Chair stream added.
MEM	8.1 & 8.2b	The committee will continue to support the on-line career website and new technologies for nurturing and advancing the inherent professionalism within the field of International Education.	MRLS staff support Web Services staff support		Approved. Growing interest and use of this new component.
RAC	8.1	Write letter to VP-MR asking for consideration of institutional memberships	Member Initiative		Approved. Also consider other membership levels such as religious and philanthropic organizations.

8.2 Manage nonmember participant growth strategically, consistent with NAFSA's core competencies, and with annual review of strategy by the Board.

Lead Accountability: Board: Program Review; Membership

MEM	8.2	The committee will recommend to the Board which non-member groups to target strategically.	MRLS staff support		Approved. Need to suggest target markets in fall of each year.
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