

# **AIEA Strategic Plan Implementation 2014-2018**

Developed November 2013; Finalized February 2014

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## **AIEA MISSION:**

The purposes of the Association are to:

1. provide an effective voice on significant issues affecting higher education's international mission at all levels,
2. improve and promote the performance of international work within institutions of higher education,
3. establish and maintain a professional network among those in international higher education leadership roles,
4. co-operate in appropriate ways with other national and international groups having similar interests: and
5. advance the profession and the professional practice of senior leaders in the field.

Presented here is the 2014-2018 Implementation Plan developed by AIEA leadership and based on the 2013-2017 AIEA Strategic Plan, which outlined six goals moving forward in the next five years.

## **STRATEGIC GOALS over the next five years:**

1) **Be intentional about knowledge innovation, capture and transfer.** Our membership contains an invaluable reservoir of knowledge and experience about higher education in all its international aspects. One of our main goals should be to expand and extend this knowledge, distill the lessons of experience, and ensure that this knowledge is accessible to multiple constituencies. We will do this through the development of 'best practices' papers, through curriculum development for our high-level training programs and a "fast track" for new SIOs, and through our Presidential Fellows Program and our new Senior Scholars program. We will develop new professional development workshops in key areas, as well as webinars. We will strengthen connections with colleagues around the world. We will also develop materials for the presidents and provosts of our educational institutions, to better acquaint them with issues and strategies relating to campus internationalization. All of these activities should take account of the diversity of our membership, while at the same time enabling conversations for exchange, peer learning, and growth.

2) **Strategically manage AIEA's growth through selective recruitment.** Our membership is relatively small but consists of a highly skilled group of leaders. However, we only represent about 300 of the approximately 4,000 institutions of higher learning in the United States--and an even smaller fraction of overseas institutions. Over the next five years, priority will be given to targeting leaders at those institutions engaged in best practices in internationalization which are not currently members of AIEA, with a goal of furthering quality and diversity within AIEA membership. We will also seek ways to expand and diversify our overseas membership.

**3) Fine-tune our current AIEA infrastructure.** Our current structure and its operation serve us well. As our Association develops, however, the question of leadership and succession becomes more important. AIEA will make our nominations procedures more explicit and will find ways to encourage early involvement of AIEA members in the leadership of AIEA. For instance, paths to leadership will be more clearly defined, and will include involvement on committees, especially the Executive Committee. The general criteria for AIEA presidential nominations will be made more explicit, and will include experience as an SIO. Prior experience on the Executive Committee will also be preferred.

**4) Focus collaborative activities and partnerships on those that further AIEA's core functions.** AIEA is fortunate to have a number of collaborative activities with sister organizations in the US and around the world. We recognize the enormous value of these collaborations and their benefits to our members. At the same time, we are mindful of the need to focus on those activities and relationships which further AIEA's core functions. Our several "Dialogues" programs are examples of valuable collaborative activities which we should continue. AIEA will continue to support these and other current partnerships and will consider future joint activities if they are specific and focused in nature and aligned with AIEA's mission, identity and goals. To that end, a partnership policy will be developed based on our new Strategic Plan, to guide future collaborations.

**5) Enhance members' ability to be advocates at all levels.** 'Advocacy' can be done in different ways and at different levels, but is something required of all leaders charged with the international mission of an institution of higher education. Our organization therefore will ensure that we have a plan in place to develop key advocacy skills within our membership. Some members will focus on advocacy at the national or international level, while others will focus more on regional, local, and campus levels. At the campus level in particular, AIEA will collect examples and experiences from different institutions, provide forums for discussion and training, and seek to develop effective models for practice. In particular, we will seek to build capacity among our campus colleagues dealing with government relations, for more effective advocacy with respect to international issues, concerns and opportunities.

**6) Regularly engage in data collection to understand SIO profiles.** We know far less than we should about the variety of roles and duties assigned to individuals in our membership, and about the various profiles and portfolios now functioning within the profession in general. AIEA will develop a framework for ongoing data collection about SIOs which will enable us to track changes, note trends, and use these results to better serve members and meet their current and future needs.

IMPLEMENTATION PLAN of these strategic goals is outlined as follows:

#### **A. Strategically manage AIEA's growth through selective recruitment**

In the next five years, AIEA will continue to focus nearly exclusively on recruiting new SIO members, as well as retaining current SIO members, with the goal of doubling and diversifying AIEA's current SIO institutional membership with respect to the SIO

institutional membership of 2012. (Note that other membership categories will remain valuable.) This is especially important given that the SIO profession continues to expand at institutions around the world. By strengthening and diversifying AIEA's SIO membership, AIEA creates a more effective voice on significant issues for the membership and provides unified SIO input on international education issues.

**Objective 1:** Continue to build membership with a focus on Senior International Officers at post-secondary institutions.

Strategy 1: Continue to encourage, support, and incentivize SIO members to recruit or welcome new SIO members annually.

Strategy 2: Continue to encourage board members to recruit or welcome new SIO members annually.

Strategy 3: Connect AIEA more closely with associations such as HACU (Hispanic Association of Colleges & Universities), NADOHE (National Association of Diversity Officers in Higher Education), AACCC (American Association of Community Colleges), NAFSA (Association of International Educators), and Diversity Abroad to diversify SIO membership.

Strategy 4: Regularly review resources that identify internationally active institutions, such as recipients of competitive awards in the field, and invite non-members from these ranks to join.

Strategy 5: Leverage consortia, partners (e.g., ACE Institute participants) and other groups (e.g., Group of 8, Coimbra, Universitas 21, World University Network) to seek out non-member SIOs and invite them to join AIEA.

**Objective 2:** Provide benefits that enhance members' interest and capacity to join AIEA while maintaining focus on SIO sector.

Strategy 1: Seek ways to strengthen AIEA member benefits with a focus on recruitment of the priority audience of SIOs.

Strategy 2: Examine fees, registration, and promotions to eliminate unintentional incentives that grow the membership in haphazard directions.

**Objective 3:** Provide a conference that is aligned with recruitment goals.

Strategy 1: Keep close coordination between conference planners and membership goals by including leadership of each area in the other's plans and decisions, to the extent practicable.

## **B. Fine-tune current AIEA infrastructure**

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### **B.1. Streamline the distribution of labor among committees and manage partnerships so as to strengthen achievement of AIEA's core**

**Objective 1:** Create appropriate infrastructure to support Association priorities

Strategy 1: To rename the Executive Committee as the “Board” and create the Executive Council. This Council will include the past-past president, the past-president, the current president, and the president-elect, with executive director as ex-officio, Secretary, and Treasurer, with membership rotating at the end of the winter conference when the new President assumes duties.

Strategy 2: Create committees that distribute responsibility and provide additional leadership opportunities to members.

a. In coordination with recommendations of the Professional Development Committee, charge an ad hoc working group to recommend a new administrative structure to focus on those aspects of professional development most useful to SIO veterans. The new administrative structure will allow a “Leadership Development” Committee to focus on the development and delivery of needed education to newer SIOs and another group, the “Strategic Issues” Committee to focus on pressing and emerging issues that confront seasoned SIOs in a rapidly changing environment through such activities as Roundtables, Topical Forums, and surveys of SIOs, when such events and activities are approved by the Executive Committee (to be re-named the “Board”) or approved through a process fashioned by the Executive Committee (“Board”). This committee will generate documents creating permanent records of the outcomes of those activities which may be used by the Editorial Committee to solicit and generate publications for AIEA.

b. Focus the work of the Leadership Development Committee on career development and delivery of needed education to members through webinars, workshops, and mentorship programs.

**Objective 2:** Provide for succession and continuity

Strategy 1: Stagger all Committee Chair appointments to reduce the amount of annual turnover and equalize the burden on incoming presidents who currently may appoint many committee chairs or few, depending on the timing of their term.

## **C. Focus collaborative activities and partnerships on those that further AIEA's core functions.**

**Objective 1:** Cultivate and manage partnerships that promote AIEA’s values and goals

Partnerships provide vital connections that enhance AIEA’s ability to scan the field and to link SIOs to other segments of higher education leadership. They enable AIEA to inform and educate SIOs in research areas connected to the broad spectrum of vital interests—reaching from business practices to acculturation to national and international policy trends—of significance professionals and leaders in international higher education. Partnerships also help AIEA to ensure that the pipeline for SIO development is open and encouraging for a diverse group of professionals from all institutional types and personal backgrounds. Therefore, while hewing closely to its unique contributions to SIO professional needs, AIEA values and encourages judicious partnering and cross-fertilization of knowledge in different aspects of our work and that of our colleagues on campus and in related fields.

Strategy 1: Develop criteria for identifying good partners and entering into partnerships and collaborations, to provide guidance as new opportunities are considered. Encourage realistic capacity assessment and identify hidden costs. Create model documents for establishing and maintaining partnerships, including evaluation models.

Strategy 2: Develop systematic review and renewal cycles for all partnerships and partnership criteria. Avoid open-ended partnerships. Specify individuals and positions within AIEA with responsibility for tending commitments to each partnership we engage.

Strategy 3: Consistent with B.1., Objective 1, Strategy 1 above, assign responsibility for identifying and reviewing potential partnerships to the “Executive Council” of the current Executive Committee to be renamed the “Board.”

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#### **D. Enhance members’ ability to be advocates at all levels**

**Objective 1:** Educate our membership about issues important to internationalization in higher education.

Strategy 1: Create education sessions at AIEA annual and regional meetings informing members on key national and international issues—especially those concerned with funding for international higher education.

Strategy 2: Develop position papers that provide an easy-to-understand analysis of specific international higher education issues and arguments for or against legislation on such issues.

**Objective 2:** Develop key advocacy skills within our membership.

a. National/international level.

Strategy 1: Create advocacy sessions at AIEA annual and regional meetings on “how to” advocate in specific areas (e.g., U.S. Congress, U.S. executive, international organizations, governmental organizations in specific countries, etc.).

Strategy 2: Develop a series of articles and papers that provide a background and “cheat-sheet” on how to advocate in specific areas and with governmental/international organizational bodies.

Strategy 3: Work with other organizations concerned with international higher education to assure, to the greatest degree possible, openness and overlap in creating ways for members of all organizations to learn advocacy skills and become better advocates.

b. Regional/local/campus level.

Strategy 1: Create sessions at AIEA annual and regional meetings on “how to” advocate in State and local governments and organizations and, most importantly, how to advocate for internationalization on campus. At the campus level, AIEA will develop a mechanism for collecting experiences from different institutions and then engage in training to allow one campus to learn from the other.

Strategy 2: Develop a series of articles and papers that assist SIOs and others on efforts to promote internationalization regionally, locally and, especially, on-campus, including developing positive relationships with campus government relations’ offices. The purpose of such information will be to persuade government relations’ offices of the importance of internationalization to higher education.

Strategy 3: From the activities listed in Strategies (b)1 and 2, develop effective advocacy models for working with government relations offices, as well as other offices on campus, to help make internationalization a central tenant of an institution’s strategy.

**Objective 3:** Engage in national and international advocacy to increase awareness and funding for programs that will help our membership.

Strategy 1: Join with other organizations to create or continue joint advocacy organizations to promote local, state, national and international programs that support internationalization in higher education and in societies.

Strategy 2: Provide opportunities for members to be part of the joint advocacy organizations (*see D, Objective 3, Strategy 1*) in order to educate themselves and the AIEA membership about various issues and advocacy strategies within the organizations.

Strategy 3: If there is an agreement to support specific issues, work with other higher education organizations to the greatest extent possible in order to jointly develop and implement a coordinated advocacy strategy.

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#### **E. Be intentional about innovation and the capture and transfer of knowledge.**

*Readers of this section of the Implementation Plan are referred to Section B, Objective 1, Strategy 2.b., above, in which a revision of the Professional Development Committee into two new committees (“Leadership Development” and “Strategic Issues”) is set out as an action item which will enhance all of the additional objectives described herein, supporting the career lifecycle of SIOs.*

**Objective 1:** Cultivate emerging SIOs through mentoring and curriculum offerings that introduce professional development through offerings that address the "tools of the trade" and the critical issues within the context of higher education and internationalization.

Strategy 1: Under the guidance of the Leadership Development Committee, create a Senior Advisor Program led by members (established, long-term SIOs) who have volunteered to serve as mentors to small groups of newer AIEA members seeking guidance.

Strategy 2: Under the guidance of the Leadership Development Committee, continue to support the Presidential Fellows Program (Professional Development in cooperation with Presidential Stream and Secretariat), as an approach to enhancing career development and leadership within the association and the field.

Strategy 3: Under the guidance of the Leadership Development Committee, develop a menu of potential offerings for new SIOs and test these offerings with the membership. Items to be tested might include:

- a) introductory and intermediate levels of preconference workshops;
- b) web-based curriculum modules for newer or transitioning SIOs; and
- c) Fast-Track SIO Institute.

Strategy 4: Regularly evaluate the effectiveness of AIEA professional development offerings in addressing the needs of AIEA’s newer SIO membership.

**Objective 2:** Provide opportunities targeted for experienced SIOs to engage in deep reflection on emerging issues and knowledge innovation.

Strategy 1: Continue to offer Global Dialogues in partnership with SIO organizations in other countries with the intention of producing thought pieces based on dialogues.

Strategy 2: To this end, the Strategic Issues Committee will assume responsibility for coordinating:

- a) "Deep dive," confidential discussions of critical, current issues;
- b) Colloquia for SIO thought leaders;
- c) Facilitated dialogue groups
- d) Other professional development opportunities for veteran SIOs

Strategy 3: Regularly evaluate the effectiveness of AIEA offerings in addressing the needs of our membership.

### **Objective 3: Capture and Disseminate Knowledge and Innovation**

Strategy 1: Continue to publish articles helpful to the field and to support the work of the Editorial Committee.

Strategy 2: With the assistance of the AIEA Editorial Committee and/or in collaboration with partner higher education organizations, publish thought pieces that will help Presidents, Provosts, and SIOs engage in effective and strategic internationalization.

Strategy 3: Collect and maintain oral history and/or videos of seasoned SIOs to record the history and wisdom of the field

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## **F. Regularly engage in data collection to understand SIO Profiles**

**Objective 1:** Systematically collect, communicate and make use of data about the State of the SIO Profession to improve the organization.

Strategy 1: Develop a framework and procedure for systematic data collection from the AIEA membership about the SIO position and relevant trends affecting the position. (Membership)

Strategy 2: Produce and update regularly a web-based publication drawing upon data collected from the membership on trends for the SIO position. (Editorial Committee).

Strategy 3: Analyze and draw upon data about the membership to inform membership outreach, professional development offerings, and organizational decision making. (Board)

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## **G. Enable and Monitor Progress on all the Objectives and Strategies in this Implementation Plan**

Strategy 1: Conclude a legal review of the necessary changes to charter documents and bylaws required to meet the objectives of the Strategic Plan and the Implementation Plan.

Strategy 2: Review progress toward all goals in this Plan at regular intervals, including review with the full Executive Committee (to be renamed the “Board.”)

**Strategic Planning Taskforce**

Chair: Riall W. Nolan; Members: Prema Arasu, Darla K. Deardorff, Sabine Klahr, Francisco Marmolejo, Gilbert Merckx, Martha Navarro, Vincent Peters, Donna Scarboro, Susan Buck Sutton

**Implementation Taskforce**

Chair: Donna Scarboro

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