

**ASSOCIATION OF INTERNATIONAL EDUCATION
ADMINISTRATORS**

**STRATEGIC ACTION PLAN
2000 – 2005**

Revised May 1, 2000

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I. THE ASSOCIATION AND ITS MISSION

Established in November 1982, the Association of International Education Administrators (AIEA) is composed of principal international education administrators at colleges and universities in the United States and abroad. It is a professional organization dedicated to enhancing opportunities for these chief international officers (CIO's) to join forces, exchange ideas, share institutional strategies, and provide an effective voice on matters of public policy. Above all, the Association promotes international education and research, so necessary in a world which every day grows more economically interdependent, more knowledge based, more technology driven, and more culturally complex.

The purposes of the Association are to:

- A. Provide an effective voice on significant issues within international education at all levels;
- B. Improve and promote international education programming and administration within institutions of higher education;
- C. Establish and maintain a professional network among international education institutional leaders;
- D. Cooperate in appropriate ways with other national and international groups having similar interests.

II. THE RATIONALE FOR STRATEGIC PLANNING

Having begun informally in 1982 with some 25 members, AIEA now has 317 members (including 162 institutional members) and its annual conference attracts 250 participants (primarily from the United States, but also from other countries). At about ten years of age AIEA paused to reexamine its principal purposes and its scope. With the advent of the new millennium, it is appropriate to reconsider anew AIEA's central mission and priority goals, and to focus members' energies on strategically targeted activities and initiatives designed to achieve these goals in the world of the 21st Century.

AIEA is functioning in a dynamic environment, both externally and internally. Issues and developments that need to be considered in future planning include:

- Globalization of commerce, with strengthened impact in both public and private sectors, and increased complexity of cultural contexts
- Advances in information technology
- Speed of change in education and society
- Governmental attitudes towards international education and exchange
- Funding needs and potential sources
- Role of the private sector
- Roles of other international education and exchange organizations

Internally, the ten-fold increase in membership and projected future growth are significant factors for organizational evolution and leadership development.

III. THE PLANNING PROCESS

August 1999

In August 1999 the Executive Committee engaged the services of Rhoda Barr, Volunteer Consulting Group, to facilitate a strategic planning process for the organization.

September-October 1999

To gather a broad range of perspectives on the opportunities and challenges to be considered, the planning process began with:

- Telephone interviews with members of an ad hoc steering committee that included some officers and Executive Committee members;
- E-mail survey of officers, past presidents, Executive Committee, chairs of standing committees, editor of the *International Education Forum*, and director of the Secretariat.

October 27-28, 1999

On October 28, 1999 the Executive Committee met in a Strategic Planning Retreat. The key questions discussed were:

- *What is AIEA's mission?*
- *Who should be members of AIEA to achieve these goals?*
- *How shall we accomplish our goals?*

The Public Policy Committee held a strategy session the day before the Executive Committee meeting. Their recommendations for AIEA's public policy goals and potential actions, as well as a synthesis of the e-mail survey were presented to the Executive Committee.

January 2000

The first draft of AIEA's Strategic Action Plan was reviewed by the Executive Committee. After revisions, a second draft was disseminated to all AIEA members for comments.

February 2000

Members' comments were collected in writing and at the Annual Business Meeting during the AIEA conference in Savannah, Georgia.

Refinements and implementation steps were discussed by the Executive Committee at a second Strategic Planning Retreat (February 27, 2000, in Savannah). The Plan has now been revised in light of all these discussions.

IV. KEY CONSIDERATIONS

In the October 1999 Strategic Planning Retreat, the Executive Committee discussed the internal and external forces that would have an impact on the organization and on international education over the next five years. Critical factors to be considered in strategic planning for the future were identified:

AIEA's STRENGTHS

- AIEA'S members, as CIO's ("Chief International Officers") are uniquely positioned to help define and present the "big picture" of international education at the tertiary level (the *macro* view).
- As supervisors, AIEA members have oversight of specific programs and implementation strategies which have critical impact in the operational (the *micro*) arena.
- AIEA members represent a broad range of higher education institutions, including public and private research, doctoral and liberal arts colleges and universities; community college membership may increase as well.
- AIEA's campus-based perspective complements the related efforts of colleague organizations such as NAFSA, NASULGC, AAU, AASCU, AACC, IIE, ACE, and the Alliance for International and Cultural Exchange.
- The growth of membership and attendance at the Annual Conference validates the purpose and effectiveness of AIEA

CHALLENGES CONFRONTING CIO's and INTERNATIONAL EDUCATION

- Advances in information technology
- Decentralization of university structures
- Obsolescence of rigid disciplines and a need for interdisciplinary programs
- Aversion to change among some faculty
- Reliance on government funding when public financial support is diminishing

- The increasing influence of the corporate world, not only on universities, but on public policy
- The shifting dynamics of the global economy, with strengthened impact in both public and private sectors, and increased complexity of cultural contexts
- The impact of mass media
- Defining/redefining a rationale for international education at the tertiary level

MISSION AND PRIORITIES

The participants in the October 1999 Strategic Planning Retreat reaffirmed the four purposes that comprise AIEA's current mission (see Section I above) as the valid basis for the future direction of the organization. The following priorities were then recommended as the best way to use AIEA's resources to achieve the mission of the organization.

Top priority (in descending rank order):

1. Take a leadership position in public policy, in both the private and public sectors.
2. Build on the success of the informal retreat format that has come to be known as "Ghost Ranch," for AIEA members, for members and allies, and for other relevant audiences--for purposes of professional development, networking and problem solving.
3. Develop and implement a plan for strategic, targeted membership growth (tied with #4).
4. Develop and publish "best practice" guidelines, monographs and "white papers" on critical issues in the profession and for the field .

Mid-level priority (in descending rank order):

5. Encourage and foster research on international education issues and consider developing a database for the use of researchers, international education professionals, and public policy decision makers.
6. Strengthen alliances with other national and international organizations having similar interests.
7. Play an advocacy role in public policy matters beyond the borders of the United States.
8. Strengthen AIEA's communication infrastructure, particularly through electronic means, including the World Wide Web.

Low priority (tied):

9. Develop a national benchmarking system (assessing various international education components of U.S. higher education institutions).
10. Promote exchange programs for international education administrators.

It is anticipated that top priority goals will be pursued as soon as possible. However, it is important to recognize in setting timetables and establishing benchmarks, that external factors may impact timing; for example, the upcoming national election may require a concentration on AIEA's advocacy efforts. Also, the proposed actions are interrelated. Research and strengthening AIEA's technological capacity are important both to enhancing best practices in the field and to supporting public advocacy.

V. GOALS 2000 - 2005

In keeping with the identified priorities, and in the framework of AIEA's mission statement (Purposes A-D below), the goals of the Association of International Education Administrators are:

A. TO PROVIDE AN EFFECTIVE VOICE ON SIGNIFICANT ISSUES WITHIN INTERNATIONAL EDUCATION AT ALL LEVELS

- To take a leadership position on public policies affecting international education, in both the public and private sectors
- To increase U.S. and global investment of resources in international education

B. TO IMPROVE AND PROMOTE INTERNATIONAL EDUCATION PROGRAMMING AND ADMINISTRATION WITHIN INSTITUTIONS OF HIGHER LEARNING

- To strengthen the ability of Chief International Officers, and those they supervise, to address the challenges and take advantage of the opportunities presented by globalization and advances in information technology
- To enhance the professional ability of Chief International Officers to lead and manage change on their campuses

C. TO ESTABLISH AND MAINTAIN A PROFESSIONAL NETWORK AMONG INTERNATIONAL EDUCATION INSTITUTIONS

- To foster the exchange of experience and best practices among CIO's across the spectrum of campus environments
- To grow the membership of AIEA in accordance with current standards and policies, and to increase the active participation of members in AIEA's work

D. TO COOPERATE IN APPROPRIATE WAYS WITH OTHER NATIONAL AND INTERNATIONAL GROUPS

- To enhance the potency of AIEA's public policy and professional development endeavors by providing leadership and collaborating with other organizations, both national and international, concerned with international education

VI. PRIORITY ACTION PLAN

The Priority Action Plan is designed to focus the attention and resources of AIEA on the most critical activities and issues. Components of the priorities that were identified as “mid-level” are also incorporated in the implementation agenda of the key priorities. An important consideration in the implementation agenda is ensuring the adequacy of resources to accomplish the objectives.

Although these priorities are intended to shape the direction of AIEA for the period 2000 – 2005, a midpoint reassessment should be scheduled no later than 2003. AIEA functions in a rapidly changing environment and adjustments may be required to enable AIEA to be most effective.

PRIORITY I TAKE A LEADERSHIP POSITION IN PUBLIC POLICY, IN BOTH THE PRIVATE AND PUBLIC SECTORS

Objectives

- ⇒ To articulate the strategic role of international education in preparing leaders for an increasingly global society
- ⇒ Proactively to define policy on significant issues affecting the internationalization of education
- ⇒ To develop effective advocacy skills of AIEA members
- ⇒ To create a viable communication system that supports the effective and timely engagement of AIEA membership in advocacy efforts

Action For Implementation

AIEA, with leadership of the Public Policy Committee, will:

- Define the “big picture” of international education to enable AIEA to be proactive rather than reactive in addressing the *macro* policies affecting international education
- Identify the key issues and articulate positions for the higher education community

- Develop an advocacy strategy, with special attention to the national election as well as for the longer range. The strategy should embrace a matrix of issues, lead organizations, and collaborating support organizations
- Provide training in advocacy skills for AIEA members (and other interested organizations) that can be used at the campus, community, state and national levels
- Provide advocacy tools (talking points/model letters/forums) and communication strategies for effective and efficient participation
- Identify the data and evidence needed to support advocacy efforts. (These recommendations for research will be coordinated with research needed on best practices, to develop a strategic research agenda for AIEA.)
- Develop an interorganizational task force on public policy which will meet regularly

Lead Responsibility:

Public Policy Committee

PRIORITY 2: TO BUILD ON THE SUCCESS OF THE INFORMAL RETREAT FORMAT THAT HAS COME TO BE KNOWN AS “GHOST RANCH”

The “Ghost Ranch” format grew out of the success of a 1994 Seminar on Current Issues which was held at the Ghost Ranch Conference Center in New Mexico. Since then, AIEA has organized “Ghost Ranch” seminars annually in venues across the United States. The goal is to provide opportunities for small groups of colleagues to meet in an informal retreat environment conducive to in-depth candid dialogue—for purposes of professional development, networking and problem solving.

Objectives

- ⇒ For AIEA members: to facilitate the establishment of a strong professional network built on trust, the sharing of experiences, and brainstorming; and to work together on important issues in international education administration at the campus level

- ⇒ For colleagues and other relevant audiences

Action For Implementation

- Develop and implement an annual “Ghost Ranch” schedule for AIEA members, including two “Ghost Ranch” Seminars per year, with consideration of including others who can broaden the discussion.

- Use “Ghost Ranch” opportunities to reach out to potential future AIEA members

- Consider the feasibility of exploring new ways to use the “Ghost Ranch” methodology to further AIEA’s mission:
 - CEOs/CAOs/other association personnel
 - Political and business leaders
 - Training of faculty and staff

Lead Responsibility

Campus Administration and Programs Committee

PRIORITY 3 **TO DEVELOP AND IMPLEMENT A PLAN FOR STRATEGIC TARGETED MEMBERSHIP GROWTH**

Objectives

Membership Development

- ⇒ To double the institutional membership within three years (to a total of 300 institutional members), including targeted efforts to strengthen public policy effectiveness and to diversify by type of institution and geographical location
- ⇒ To increase international membership within three years to 10-15% of the total membership

Membership Participation

- ⇒ To foster active participation of members on standing committees and special projects
- ⇒ To foster the active participation of all members in public policy advocacy
- ⇒ To review the organizational infrastructure and provide for leadership development

Action For Implementation

Membership Growth

The Membership Strategy Task Force will:

- Prepare an analysis of current membership as the basis for strategically increasing AIEA membership
- Develop a plan for strategic membership growth and provide leadership for AIEA's outreach initiatives. The Membership Strategy Task Force will coordinate with the Diversity Committee in the planning and in implementation endeavors.
- Develop and implement a strategy for increasing the number and participation of international members. The guidance and assistance of current international members will be sought in the planning and implementation

Membership Involvement

- To encourage members of standing committees to take ownership and contribute actively, chairs of committees will delegate significant aspects of the committee's work to its members. As appropriate, ad hoc task forces or teams can be formed to focus on specific issues or projects.
- Integration of new members will be fostered by an orientation program and involvement of newcomers in committee work. A "buddy" system can be effective in welcoming and mentoring new members.
- Development of the electronic infrastructure is a priority to enable AIEA to keep a growing membership informed and connected. The commitment of resources for technological capacity will be an investment for cost effective communication in the future. An ad hoc Technology Task Force can be appointed to provide leadership and oversight.

Organizational Infrastructure

- To provide for future leadership development and foster broad membership participation, AIEA will review its organizational infrastructure, including but not limited to:

Role and Responsibilities of Officers
Terms of Office and Election Procedures
Committee Structure
Secretariat

Recommendations for any changes, including recommendations for resources required for implementation, will be made to the Executive Committee, for review and presentation to the membership in accordance with the by-laws.

Lead Responsibility

Membership Strategy Task Force; Secretariat; Executive Committee; Technology Task Force (proposed)

**PRIORITY 4 TO DEVELOP AND PUBLISH “BEST PRACTICE”
GUIDELINES, MONOGRAPHS AND “WHITE PAPERS”
ON CRITICAL ISSUES IN THE PROFESSION AND FOR
THE FIELD**

Objectives

- ⇒ To identify “best practices” that will enhance the effectiveness of Chief International Officers, and advance the field of international education
- ⇒ To provide for broad access to information on “best practices” and critical issues through publications, electronic communication and opportunities for discussion

Action for Implementation

- Determine the policies and procedures for gathering information/case studies and developing models
- Issue guidelines, monographs and other publications on key topics. Reassess role of *Forum* and *Journal*
- Explore/develop other techniques for communicating with senior level colleagues as well as other relevant audiences.
- Plan professional development workshops not just at the annual AIEA conference, but in conjunction with other organizations, such as NAFSA, EAIE and statewide international education organizations.
- Maintain a dynamic AIEA homepage. Expand and update frequently to include hyperlinks to relevant bibliographies, background information on advocacy issues, latest developments in information technology and global economic trends as well as other resources for international education administrators

Lead Responsibility

Campus Administration and Programs Committee; *International Education Forum*; Technology Task Force (proposed)

**PRIORITY 5 TO ENCOURAGE AND FOSTER RESEARCH ON
INTERNATIONAL ISSUES AND TO CONSIDER
DEVELOPING A DATABASE FOR THE USE OF
RESEARCHERS, INTERNATIONAL EDUCATION
PROFESSIONALS AND PUBLIC POLICY DECISION
MAKERS**

Objectives

- ⇒ To increase knowledge about international issues
- ⇒ As a guide and support for AIEA's public policy and professional development endeavors, to obtain objective data on:
- Funding sources and changing patterns for the support of international education
 - The effectiveness of international education programs
 - Impact of international education beyond the campus

Action for Implementation

- Review bibliography of literature in the field and review 1995 *Research Agenda* to determine whether to commission a new report
- Assess results of AIEA research grants program since 1995
- Determine AIEA's research agenda for the next five years, and the best way to sponsor/foster research for professional development of the field and to support public policy positions
- Strengthen linkages with organizations involved in research related to international education

Lead Responsibility

Research Committee, with input from Public Policy and CAPS Committees

PRIORITY 6: TO STRENGTHEN ALLIANCES WITH OTHER NATIONAL AND INTERNATIONAL ORGANIZATIONS HAVING SIMILAR INTERESTS

Objectives

- ⇒ To partner in public policy advocacy with organizations such as NAFSA, NASULGC, AAU, CIEE, CIES, AASCU, AACC, IIE, ACE, the Alliance for International and Cultural Exchange and the Coalition for International Education
- ⇒ To strengthen linkages with international counterpart organizations, and other relevant organizations, for advocacy, professional development and research efforts on behalf of international education
- ⇒ To implement the collaboration agreement with the Association for Studies in International Education in the publication of the *Journal*

Action For Implementation

- Meet with NAFSA leadership to clarify and build a working relationship for
 - Public policy advocacy
 - Professional development opportunities (e.g. workshops at conferences)
 - Information sharing (publications/website linkages)
- Move forward with the grant opportunity from the Alliance for “town meetings” or other public policy initiatives.
- Explore opportunities for research collaboration with the Center for International Education (U.S.Department of Education), Council on International Educational Exchange, the Educational Testing Service, and members of the Working Group that developed the *Research Agenda* in 1995.
- Develop opportunities for leaders of international organizations to participate at AIEA meetings, and for AIEA leadership to attend related international conferences
- Explore partnership opportunities with business and civic organizations that are – or should be – concerned about international education

Lead Responsibility

The president, as the principal spokesperson for AIEA will provide leadership in building relationships. Collaboration is important to many aspects of AIEA's activities. Committee leadership and members will participate as relevant to the focus of their work.