The Forum on Education Abroad
Strategic Plan 2021-2027

Enda Carroll, Chair of the Board,
Associate Director, Center for Study Abroad
University College Dublin

John Lucas, Chair-Elect of the Board,
President & CEO, ISEP

Melissa Torres, President & CEO, The Forum
The Committee (13)

**Board Members:**
- Enda Carroll, UCD
- Christopher Elliott, UVA
- John Lucas, ISEP
- Bruce Sillner, SUNY
- Lorna Stern, Arcadia

**Council Members:**
- Keshia Abraham, Abraham Consulting Group
- Tracey Bradley, TnCIS
- Joy Phaphouvaninh, Univ of Illinois at Urbana-Champaign

**Members at Large:**
- Kendall Brostuen, Brown
- Léa Senn, Cattolica

**Staff:**
- Lindsay McCauslin, Director of Membership & Outreach
- Natalie Mello, VP for Programs, Training & Services
- Melissa Torres, President & CEO
The Consultant

Reggie Hammond  
Founder & Managing Partner  
Your Crescendo
The Process

**Stakeholder Input:**
- Focus Groups
- Interviews
- Survey
- Net Promoter Score

**Steps:**
- Purpose/Mission
- Vision
- Think Big (5+ years)
- Start Small (1-2 years out)
- Scale Fast (3+ years out)
- Headline Indicators (what to measure)
- Action Plan
### HOW THE STRATEGIC ARTICULATION WORKS
*An Illustrative Example*

#### Vision Snapshots

**Inclusive Membership**
Inclusive membership from a diversity of organizations and individuals who are engaged with education abroad from the U.S. and around the world

### Think Big

**Think Big:**
Vision Snapshots of what we aspire to see at the end of 2025

**START SMALL:**
Vision Snapshots of what we aspire to see at the end of 2021 and 2023 respectively.

### Start Small

- We have diversity in our membership and engage them in our board, council, staff, committees working groups.

### Scale Fast

- More diverse members from HBCUs, minority serving institutions, international institutions, community colleges.

### Headline Indicators

- Once membership data are collected further, compare to existing data available within field of education abroad (in U.S. and worldwide).

#### Critical Initiatives

- Identify appropriate methods to collect membership engagement data for both individuals and organizations, to include demographics.
- Identify and cultivate Forum/brand champions within organizations.
- Collect and identify data on organizations represented within Forum - to include regions (within U.S. and global regions), organizational types.
- Track 'engagement nt' of individuals within organizations to gauge where and how members are connecting with Forum services and programs.
- Include a wider set of members within each membership set within each member organization.

**THINK BIG:**
Vision Snapshots of what we aspire to see at the end of 2025

**START SMALL:**
Vision Snapshots of what we aspire to see at the end of 2021 and 2023 respectively.

**HEADLINE INDICATORS:**
What we will measure and manage to track our progress.

**CRITICAL INITIATIVES:**
Projects and Action Items we will need to complete to create the visions we're working to create.
**OUR PURPOSE**
The Forum on Education Abroad

**CULTIVATES EDUCATORS**
WHO CHAMPION
HIGH QUALITY EDUCATION ABROAD EXPERIENCES THAT

- **IGNITE CURiosity**
- **IMPACT LIVES**
- **CONTRIBUTE TO A BETTER WORLD**

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**OUR VISION**
The Forum envisions a future in which
EDUCATION ABROAD is integral to the mission of higher education,
MEETS STANDARDS OF GOOD PRACTICE,
and
IS ACCESSIBLE TO ALL STUDENTS.

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**STRATEGIC PRIORITY: BUILD THOUGHT LEADERSHIP**

INTERNATIONAL EXPERIENCE

WIDELY CITED RESEARCH

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**STRATEGIC PRIORITY: GROW OPERATIONS**

MISSION-ALIGNED PARTNERSHIPS

MUST-HAVE TRAINING/PROGRAMMING

DIVERSIFY FUNDING FOR FORUM PROGRAMS, SERVICES, AND/OR OPERATIONS

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**STRATEGIC PRIORITY: GROW MEMBERSHIP**

INCLUSIVE MEMBERSHIP

MEMBER ENGAGEMENT

MEMBER IMPACT AND OUTCOMES

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**STRATEGIC PRIORITY: IMPACT ACADEMIA**

EXPAND TO SECONDARY EDUCATION

GLOBAL CITIZENS

EDUCATION ABROAD IN ACADEMICS
VISION SNAPSHOT

BY 2025, we will see...

INCLUSIVE MEMBERSHIP
Inclusive membership from a diversity of organizations and individuals

MUST-HAVE TRAINING / PROGRAMMING
We have a variety of training programs, resources and events that stretch beyond the Standards of Good Practice.

REIMAGINE EDUCATION ABROAD
Forum will have played a major role in guiding and facilitating the reemergence of global education

MEMBER ENGAGEMENT
All Forum members (institutions and individuals) have engaged with a Forum event or program

INTERNATIONAL EXPERIENCE
The Forum on Education Abroad is recognized as an international expert and is recognized globally as THE standards setting body in education abroad.

EDUCATION ABROAD IN ACADEMICS
Education Abroad has made a demonstrable contribution to student learning goals and outcomes in such a significant way that education Abroad has been integrated to every academic major.

MISSION-ALIGNED PARTNERSHIPS
The Forum will have developed partnerships with mission-aligned organizations within the field and outside.

GLOBAL CITIZENS
The Forum has developed a strategy and framework for including issues of equity, diversity and inclusion and the recognition of the roles that power and privilege play into intercultural learning that informs global citizenship – including a set of suggested attributes, skills, outlooks that define/suggest what it means to be a global citizen.

DIVERSIFY FUNDING
The Forum has new sources of funding and revenue, thus enabling a larger percentage of member fees to be focused on creating benefits/resources that at focus on members’ successes and engagement which will create pathways for underrepresented groups and members of all kinds.

MEMBER IMPACT AND OUTCOMES
Members can articulate the value of Forum services and resources that help them achieve their organizational/institutional goals.

WIDELY CITED RESEARCH
We are regularly sought out to collaborate on new research projects and our research is widely cited by educators, the media, and other internal and external audiences.

EXPAND TO SECONDARY EDUCATION
The Forum has expanded its reach beyond post-secondary to serve secondary education abroad.
**STRATEGIC PRIORITY: BUILD THOUGHT LEADERSHIP**

**Think Big**

- We have named the entities of The Forum that we would like to be more represented. (For example, CCID - Community Colleges for International Development UNCF - United Negro College Fund, ACA - Appalachian Colleges Association, HACU - Hispanic American Colleges and Universities, Department of State - Study Abroad Division)
- The Forum has chosen a world region to establish itself as an expert.

**Start Small**

- Digital catalog of current relevant work curated and shared with membership and study abroad community

**Scale Fast**

- Authoritative standard setting bodies in major regions of the world reference and recognize The Forum as the standard setting body for global educational practice and quality.

**Headline Indicators**

- Number and depth of partnerships (breath and depth)
- List of those bodies provided to membership and codified affirmation of Forum’s pre-eminence in standard setting in the United States and around the world.

**Critical Initiatives**

- Assess partnerships that would be more productive for depth for long term resonance and impact
- Reach out to relevant organizations
- Explore online digital media publications and partners
- Focus on 1 to 2 regions first
- Pursue registry with additional relevant governmental entities
- Pursue registry with department of education in addition to department of commerce
- Forum will identify beyond the US borders standard setting bodies with whom it would build relationships with a view to becoming recognized as the standard setting organization for that body.
- Increase bandwidth for ability to host conferences, professional development beyond Western Europe
- Identify new opportunities in the Global South
- Develop a saturation campaign around that message.

**Widely Cited Research**

- We have identified our target internal and external audiences
- Identify and conduct research projects in collaboration with complementary organizations

- Number of citations of Forum research has increased exponentially across a wide range of quality journals and publications.
- Number of Forum references by major media channels around the world as an authoritative research driven organization.
- Increased readership of Frontiers, based on number of views of the article on the website
- Inclusion of Frontiers in additional indices and databases for scholarly work
- Number of Earned Media Impressions

**INTERNATIONAL EXPERT**

The Forum on Education Abroad is recognized as an international expert and is recognized globally as THE standards setting body in education abroad.

**IMPACT**

We are regularly sought out to collaborate on new research projects and our research is widely cited by educators, the media, and other internal and external audiences.

**CREDIBILITY**

- Re-affirm work already done in the research area and remind global community
- Connect current and previous work done by The Forum and share with standard setting organization identified as the focus for standard setting in the first year
- Identify under-researched areas in the field
### STRATEGIC PRIORITY: **GROW MEMBERSHIP**

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<th><strong>Think Big</strong></th>
<th><strong>Start Small</strong></th>
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<th><strong>Headline Indicators</strong></th>
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<td>- We have diversity in our membership and engage them in our board, council, staff, committees and working groups.</td>
<td>- More diverse members including HBCUs, minority serving institutions, international institutions, community colleges.</td>
<td>- Diversity of our membership and organization types.</td>
<td>- Utilize new AMS to collect data on engaged membership - allowing Forum to assess and focus strategic priorities.</td>
<td>- Identify appropriate methods to collect membership engagement data for both individuals and organizations, to include demographics.</td>
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<td>- We are utilizing data to understand how members are engaged in programming.</td>
<td>- We use data to increase participation rates for those presently disengaged.</td>
<td>- Engagement Data.</td>
<td>- Identify and cultivate Forum/brand champions within organizations.</td>
<td>- Invest additional resources in Forum consultancies to assess individual member institutions and clarify outcomes for specific organizations.</td>
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<td>- We have articulated the value of membership as a part of the communication strategy.</td>
<td>- Forum members recognize and attribute their organizational success and goal achievement to their membership and routinely incorporate Forum resources.</td>
<td>- % of Forum members who cite Forum services and resources as having helped them achieve their goals.</td>
<td>- Develop common global learning outcomes for education abroad that members can use to assess the outcomes of their programming or initiatives.</td>
<td>- Using existing or newly developed research and resources, suggest a set of best practices in assessment for the field of education abroad.</td>
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| **INCLUSIVE MEMBERSHIP**
Inclusive membership from a diversity of organizations and individuals who are engaged with education abroad from the U.S. and around the world |

**MEMBER ENGAGEMENT**
All Forum members (institutions and individuals) have engaged with a Forum event or program by attending a Critical Dialogue, Standards workshop, webinar, training session, or other Forum-sponsored program.

**MEMBER IMPACT AND OUTCOMES**
Members can articulate the value of Forum services and resources that help them to achieve their organizational/institutional goals.
**Strategic Priority: Impact Academia**

### Think Big

**Expand to Secondary Education**
The Forum has expanded its reach beyond post-secondary to serve secondary education abroad.

### Start Small

**Global Citizens**
The Forum has developed a strategy and framework for including issues of equity, diversity and inclusion and the recognition of the roles that power and privilege play into intercultural learning that informs global citizenship – including a set of suggested attributes, skills, outlooks that define/suggest what it means to be a global citizen.

**Reimagine Education Abroad**
The Forum will play a major role in guiding and facilitating the reemergence of global education by convening the profession to reimagine study abroad in a way that creates the best experience for students and does so inclusively and is environmentally responsible.

### Scale Fast

**Education Abroad in Academics**
Education Abroad has made a demonstrated contribution to student learning goals and outcomes in such a significant way that education abroad has been integrated to every academic major.

### Headline Indicators

- An active partnership with AFS and other relevant associations to bring the Standards to secondary education abroad programs.
- Work with CSIET and AFS to introduce the Standards of Good Practice to their secondary education members.
- We are in collaboration with AAC&U to articulate global learning objectives that promote global citizenship.
- Faculty are engaged on the topic of education abroad curriculum integration starting with Forum members who have experience with it.
- Collaborate with AAC&U and others to articulate learning objectives for education abroad that can be utilized in various program models and academic subjects.
- We have conven ed colleagues from other secondary education associations to discuss how to align standards in their context.
- New workshops or other programming have been developed around these new guidelines.
- The evolving condition and future of education abroad at The Forum Annual Conference and European Conference.
- Add new Critical Dialogues on Environmental Sustainability and disseminate new Guidelines.
- Forum Guidelines for Global Citizenship have been developed and disseminated.
- Faculty are engaged on the topic of education abroad curriculum integration starting with Forum members who have experience with it.
- Use The Forum’s Annual Conference, European Conference, and other events (Critical Dialogues, Institutes, webinars) to disseminate and develop guidance on using education abroad to teach students about climate change and to discuss the impact of education abroad upon the environment.
- Both The Forum and AAC&U disseminate these learning objectives to their respective memberships.
- Number of primary education organizations that have become Forum members.
- Number of secondary education organizations that are participating in Forum programming and/or utilizing the Standards of Good Practice.
- Number of secondarily education programs that are participating in Forum programming or resources on relevant topics.
- % of annual membership renewals.
- Number of sessions or events focused on reimaging education abroad.
- Number of participants at a newly created Critical Dialogue on this topic.
- Add the topic as a virtual Critical Dialogue.
- Number of guidelines and other resources produced.
- Identify other associations that articulate global learning objectives that promote global citizenship.
- Collaborate with experts to develop guidelines for global citizenship that are specifically created for education abroad programming.
- Develop and host a Virtual Critical Dialogue on this theme and encourage faculty at member institutions to attend.
- Invite session proposals for both organization’s conferences that focus on these learning objectives.

### Critical Initiatives

- Seek to collaborate with CSIET and AFS to promote the Standards to their secondary education membership.
- Invite targeted secondary education organizations to become members.
- Collaborate with experts to develop guidelines for global citizenship that are specifically created for education abroad programming.
- Identify other associations that articulate global learning objectives that promote global citizenship.
- Add the topic as a virtual Critical Dialogue.
- Number of guidelines and other resources produced.
- Develop and host a Virtual Critical Dialogue on this theme and encourage faculty at member institutions to attend.
- Invite session proposals for both organization’s conferences that focus on these learning objectives.
### Strategic Priority: Grow Operations

**Think Big**

- List of joint research / expanded membership existing and potential partners

**Start Small**

- We have new workshops and professional development offerings.

**Scale Fast**

- The Forum has a robust suite of professional development offerings for education abroad professionals.

**Headline Indicators**

- Number and effectiveness of strategic programs and resources that result from the collaboration of partners

**Critical Initiatives**

- Understand objectives of each existing or potential partner (joint research, expanded membership)
- Identify organizations with whom we might partner outside the US
- Set goals for each partnership
- Develop a map of existing forum partnerships, their purpose, and their success.
- Identify gaps in the partnership map and locate target organizations to fill those gaps (e.g. to partner on joint research or to help The Forum expand its reach)

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**Mission-Aligned Partnerships**

By 2025, The Forum will have developed partnerships with mission-aligned organizations within the field and outside. The partnerships will support collaboration and maximize the impact of both organizations' contribution to the field.

**Must-Have Training/Programming**

We have a variety of training programs, resources and events that stretch beyond the Standards of Good Practice. Our programs are viewed as a "must have" for professional development of early- and mid-career professionals and for experienced professionals to stay abreast of emerging trends and research.

**Diversify Funding for Forum Programs, Services, and/or Operations**

The Forum has new sources of funding and revenue, thus enabling a larger percentage of member fees to be focused on creating benefits/resources that focus on members' successes and engagement which will create pathways for underrepresented groups and members of all kinds.

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1. We have evaluated our current funding portfolio mix and are exploring new ideas for further funding growth.

2. Develop and test new revenue streams

3. % of operations externally funded

4. Total funding

5. % of funding from new sources

6. Develop feasibility study to determine new opportunities, resources required, etc.
# Implementation Timeline

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- **Build Thought Leadership**
- **Grow Operations**
- **Grow Membership**
- **Impact Academia**
Questions?
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