



FIUTS Strategic Plan 2009-2012

May 2009

Our Vision

FIUTS envisions a global community tied to the Pacific Northwest in which people around the world are connected through friendship, mutual respect, and a commitment to international understanding.

Our Mission

FIUTS connects university students with local and global communities through programs that build international awareness, cross-cultural communication, and informed leadership.

Our Niche

FIUTS is the leading “campus globalization” nonprofit organization in the Pacific Northwest serving higher education students. It is uniquely positioned within one of the Pacific Northwest’ largest campuses—the University of Washington—to provide educational and social experiences that connect international students with domestic higher education students, local community members, K-12 students, alumni, and others. Founded in 1948, FIUTS has inspired engagement in global issues and cross-cultural friendship for many generations.

Our Core Values

FIUTS implements programs that reflect its core values.

- **Connection** FIUTS was founded with the core belief that peace could be achieved through friendship. Person-to-person connections, founders believed, would decrease conflict because such connections would promote greater knowledge and empathy about the rest of the world, resulting in a more peaceful world. Today FIUTS creates programs that offer a diversity of connections between people, ideas, and disciplines.
- **Compassion** Underlying the word compassion is an awareness of the human condition and a desire to act towards less suffering and more connection. FIUTS promotes greater awareness of the world through programs that increase what children, students, and community members know about the world and its people. It offers hands-on opportunities for action and inspires engagement in programs beyond our borders.
- **Diversity** The real world is marked by tremendous diversity of culture, ideas, and experiences, and FIUTS provides a meeting place in which the world’s diversity is respected, discussed, explored, celebrated, and shared. FIUTS inspires curiosity about this diversity and creates opportunities for shared learning.
- **Sustainability** Through dynamic programming, a strong focus on our mission, and relevant connections with our multi-generational community, FIUTS will remain

operationally sustainable into the future. It balances innovative new programming with traditional program models, adapting to new demands while respecting our history.

Funding

FIUTS is funded through individual donations, earned income, corporate sponsorships, grant funding, and endowment interest. A summary of funding by program follows.

- **Earned Income Programs:** Income exceeds expenses on all but one program funded through earned income. International orientation, events and activities, and the homestay program receive enough funding to cover their program and administrative expenses.
- **Alumni Programs:** The one program funded through earned income that does not experience income over expenses are alumni and community programs.
- **Wednesday Lunch:** Thirty-eight percent of Wednesday Lunch is funded through corporate grants or marketing funds.
- **Grant-Funded Programs:** Expenses currently exceed income on all programs intended to be grant funded. These include educational outreach, visiting programs, and student board & leadership programs. A review of community funders and what they typically fund yielded the insight that local funders fund programs that benefit local people, i.e. American students and community members.
- **General Funding Considerations:** Fundraising income (roughly \$90K in 2008) will balance with administrative expenses (roughly \$80K) in a non-fundraiser year. Finding the right balance of earned income, grants, and corporate sponsorship will free up donor dollars to fund administration.

Trend analysis

FIUTS' mission continues to be relevant after 60 years of programs promoting international understanding among university students.

- The demand for programs that promote international understanding continues to grow. Students and community members alike know that our world is interconnected, and they are seeking opportunities to connect – or stay connected – with countries and cultures beyond our borders. Programs that promote true international understanding are increasingly important as cultural misunderstandings and stereotypes continue to divide people and nations. Students are searching out opportunities to build skills in intercultural relations before they enter the workforce as these skills become increasingly important to the work world.
- The current economic climate will challenge FIUTS' funding from some of its traditional sources: the UW and individual donations. FIUTS has demonstrated its resiliency over its 60 years, and it will weather the storm through creativity and careful fiscal management.

- FIUTS has many identities, ranging from its identity as a Registered Student Organization (RSO) serving students and partnering with other RSOs, to a separate community-based non-profit organization with a mission extending well beyond campus and receiving limited support from campus funds. Some view it as a UW department and others a service provider helping international students to travel beyond campus. In reality, it is all of those identities in one organization.
- FIUTS is often not the first international experience for international and domestic students. Globalization and increased opportunities to travel have led to a higher global “savviness” among students and community members. The result is a higher demand for deeper, more transformational programming that goes beyond basic cross-cultural understanding.
- Universities across the country, including the University of Washington and others in our region, are paying closer attention to globalization and “globalizing” their campuses, and FIUTS is increasingly placed at the center of these conversations.

Competitive Advantage

With more than 60 years of engagement in building international understanding, FIUTS has significant asset and execution advantages that make it uniquely positioned to fulfill its mission.

Asset advantages

- 60 years of effective programming and program traditions that have community and campus support.
- Non-profit promoting international understanding among university students at a time when global engagement is a renewed priority.
- Non-profit run by the communities it serves (student board, alumni, UW offices, host families, sponsors) outside of the UW bureaucratic structure.
- Portal to a “captive” audience of international university students during their arrival and orientation to the UW.
- Access to internationally-minded university students.
- Access to Seattle-area community of people committed to international understanding.
- Access to multi-lingual population.
- Access to world-wide population of alumni and partners supportive of mission.
- Campus location, yielding staff incentives, resources, knowledge and partnerships.
- UW-community partnerships and sponsorships.
- Location in Seattle, an internationally-engaged city with strong trade and cultural ties around the world.

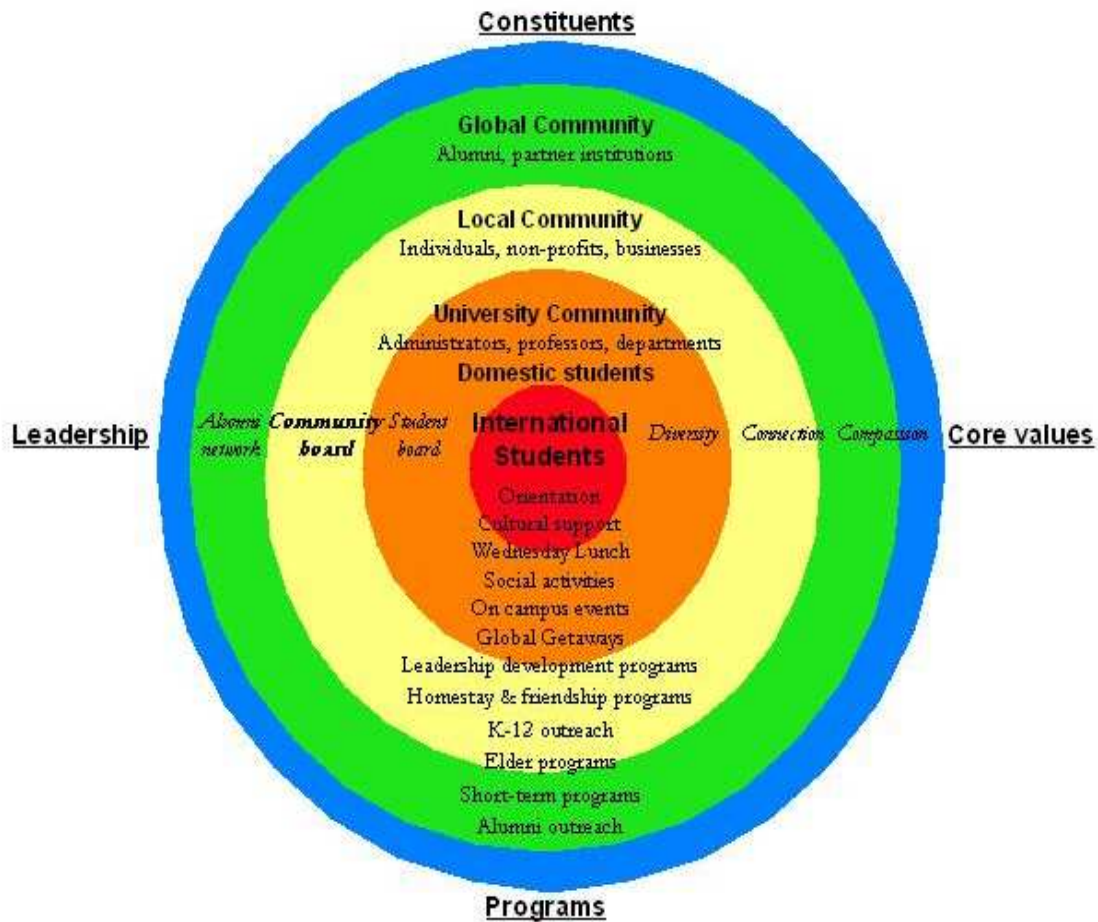
Execution advantages

- Ability to deliver high quality programs and “meeting places” that bring university students together with a variety of constituencies.
- Intentional educational objectives that balances the need for “safe” community-building programs with high educational content programs.
- High level of efficiency and effectiveness in delivering services related to homestays.
- Operationally strong, implementing excellent accountability and reporting mechanisms

- with low overhead.
- Ability to involve individuals across generations in programs that promote knowledge and leadership.
- Fast ability to create connections between individuals.

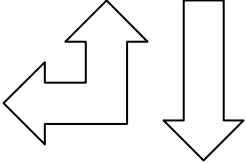
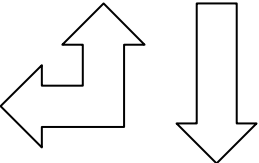
Programs

FIUTS implements programs that engage a diversity of participants.



Our Strategy

FIUTS will implement programs that support:

Our Mission	FIUTS connects university students with local and global communities through programs that build international awareness, cross-cultural communication, and informed leadership.
Our Competitive Advantage	[see above]
<p>Our Financial Sustainability</p> <p>1. <input type="checkbox"/> Yes <input type="checkbox"/> No</p>  <p>2. <input type="checkbox"/> Yes <input type="checkbox"/> No</p>  <p>Executive decision</p>	<p>In order to be approved, a new program must meet the following conditions:</p> <p>1. Will the program portfolio break even EVERY year?</p> <ul style="list-style-type: none"> • Checking “Yes” to criteria 2 means that even though the program is not financially self-sustainable, the entire portfolio of FIUTS programs is financially sustainable. One or more programs are paying the costs of the new program being considered. <p>1. Will the program cost break-even in THREE YEARS?</p> <ul style="list-style-type: none"> • Cost includes: cost of tickets, personnel cost, and cost of any new equipment needed to support the program etc. • Profit includes: Ticket sales, increased funding, increased membership etc. • Checking “Yes” to criteria 1 means that the program is financially self-sustainable. You are done with the financial sustainability test. If “No,” keep going. <p>3. If the program will not break even and the portfolio of programs will not break even, an executive decision between the Executive Director and the board of directors must be made.</p>
Our Quality Standards	<ul style="list-style-type: none"> <input type="checkbox"/> Programs meet defined learning objectives. <input type="checkbox"/> Programs provide significant social benefits for university students <input type="checkbox"/> Programs meet defined quality standards.

<p>Our Participant and Geographical Scope</p>	<ul style="list-style-type: none"> ❑ Our primary target audience consists of international and internationally-interested domestic students enrolled in higher educational institutions. ❑ FIUTS connects this primary target audience with a range of audiences, including local and global individuals and communities and K-12 students. ❑ Based at the University of Washington, FIUTS has a reach across the Pacific Northwest.
<p>FIUTS' position as a leader in international education.</p>	<ul style="list-style-type: none"> ❑ Program supports FIUTS' goal of being the “go to” organization for international education within a university setting. ❑ Program highlights FIUTS' knowledge and experience in international education for university students. ❑ Program provides significant marketing benefit.

Our Goals

1. Leadership

University campuses have a growing interest in serving international students and building stronger connections between their international and domestic student populations. FIUTS is well placed to extend its leadership as the leading provider of international education programming on university campuses.

- Focus attention on board development, including recruitment, orientation, training, and recognition.
- Provide services to any university campus within our geographic scope that meets our strategic criteria.
- Develop resources about FIUTS and its operations to support consultation role with other campuses wanting to develop a FIUTS-like program.

2. Purposeful and effective programming

International and domestic students have a growing interest in participating in programs that lead to greater knowledge about the world, better cross-cultural understanding and communication, and deeper leadership skills. FIUTS has piloted a preliminary series of learning objectives that guide program development, and the staff and board will collaborate on the development and implementation of a rubric of learning objectives or programmatic goals across all programs. In order to properly gauge if a program achieves its goals, a program evaluation and assessment tool will be developed that includes measurable outcomes for internal and external reporting.

- Identify measurable learning and social objectives for increased international awareness, cross-cultural understanding, informed leadership, and positive study abroad experiences.
- Based on these objectives and the strategy screen, develop an evaluation tool(s) and schedule for program evaluation.
- Determine minimal criteria each program must meet in order to continue in operation.
- Evaluate all existing program's alignment against these learning and social objectives and the strategy screen. (This might serve as a pilot of the evaluation and lead to revisions in the tool.)
- Strengthen programs as needed based on evaluation.
- Increase domestic student participation through initiatives tied to their academic and social objectives.
- Determine a reporting format and schedule to share program evaluation results with a cross-section of FIUTS stakeholders, including board members, alumni, funders, and community members.

3. Alumni

Alumni play an important role in sustaining FIUTS and delivering in its vision to engage a range of generations and perspectives in work fostering international engagement. Carrying forward from the last strategic plan, we will develop a clear communication, outreach, and fundraising plan for a diverse cross-section of alumni.

- Improve capture of data of individuals who participate in events or attend events such as Wednesday Lunch.
- Improve Alumni technology interface and websites reflective of ever-changing technology
- Examine existing alumni giving and develop strategies for increased alumni giving.

- Institutionalize the outgoing "class gift."
- Promote FIUTS as the institution that helped to create on-going friendships and relationships among alumni.
- Explore new ways to strengthen relationship with alumni, i.e. alumni council

4. Financial sustainability

FIUTS is only viable in the long run if it operates with a sustainable financial model that balances diverse income streams. FIUTS will implement financial strategy goals within a newly developed strategy screen, which will be used during the development of new programs and used to review all programs once a year.

- Build our identity as a 501 (c)3 nonprofit to grow a broader base of individual support.
- Expand grant income and corporate giving.
- Maintain and develop new partnerships to ensure UW income.
- Increase the capacity of our earned income programs to capitalize on them as sustainable income sources. Earned income programs include student membership and related activities, orientation, and the homestay program.