



strategic
PLAN 2021

engage
empower
educate

from the President & CEO



Janelle Chapman
President, IEAA

IEAA is a globally recognised champion of international education in Australia. In collaboration with affiliated peak bodies, IEAA has influenced national policy and established ourselves as a trusted 'go to' association for all levels of government on matters relating to the Australian international education sector.

Never has the role of IEAA been so important as Australia, and in particular the sector, grapples with the ongoing COVID crisis. As we move towards a post-pandemic world, the next phase for IEAA is critical, not only for our Association's future, but for international education's future and position in Australia. The IEAA Strategy for 2021 needs to be bold and brave. Our priorities for the year ahead are based on the current uncertainty within the sector and the "new normal" that has been imposed on us by the pandemic.

As has always been the case, IEAA will be required to respectfully challenge and question the status quo as well as influence and advocate the interests of international education. To re-establish a sustainable international education industry, our strategy needs to be viewed through a truly global lens and may at times appear to be at odds with some of our partners.

We will always seek to represent our members' concerns. They expect us to speak on their behalf and effectively implement our strategic vision to ensure we safeguard our sector and thereby enhance IEAA's role as Australia's leading association for international education.



Hon. Phil Honeywood
Chief Executive Officer, IEAA

2021 the way forward

As the international education sector looks to the future, it is becoming increasingly clear that the concept of 'returning to normal' is misguided. The sector has never faced a crisis of this scale before and as a result, there are no reference points from the past, making strategic planning more difficult. Predicting a post-COVID international education ecosystem may not be feasible, but a clear vision forward is paramount.

The **Strategy 2021** recognises some of the current challenges for the sector. Among the most pressing are overcoming the barriers that currently restrict international students returning to Australia and domestic students studying abroad; the transition to online and blended delivery; and the need for consistent messaging for the broader community, agents, providers and for the existing student cohort and potential students. We will continue to engage with the membership and understand the different priorities across our eight special interest networks.

01

Strengthening the association's role in and contribution to national policy and advocacy through informed representation.

02

Continued improvement of the IEAA Fellowship and other professional learning programs to meet the needs of members across sectors.

03

Commissioning and disseminating research to have a positive impact on policy, advocacy and practice as well as IEAA's role as a thought leader.

We have identified three enabling capabilities – **communications, organisational & financial sustainability, partnerships** – to underpin each of these strategic pillars. In addition, we will invest time and effort in enhancing Board governance and effectiveness. Formalising and professionalising IEAA's operations will support our development and enable us to respond to whatever challenges we might face in the future.



our
vision

IEAA is recognised as
a powerful champion
of international
education and strives
to preserve Australia
as a world-leading
study destination.

strategic plan



IEAA engages, empowers and educates all who work in international education.

Our ultimate goal is to ensure students and communities benefit from Australian international education. We:



Provide advocacy and member services relevant to academics, teachers and professional staff across all sectors.



Deliver high-quality professional learning opportunities to advance members' careers and enhance the quality of Australian international education.



Drive new research to highlight emerging trends, inform strategy and policy and enrich Australia's knowledge base.



Collaborate with affiliate bodies, corporate partners and government to promote the benefits of international education to the broader community.

Above all, we support approaches to international education that realise its transformative potential for all students and its positive impact on societies (local, national and global).

our mission

our values



Inclusive

IEAA provides flexible and accessible services that meet the needs of our diverse members across different sectors.



Connected

We engage with members and their communities nationally, and with sister associations globally.



Evidence-based

We use evidence to drive activity, inform resources and enhance the services we provide to members.



Socially responsible

We are culturally responsible and support individual and organisational members to be ethical and socially responsible in their approach to international education.



Accountable

We are transparent and take responsibility for the quality and impact of our work.

strategic pillars



ADVOCACY, POLICY & REPRESENTATION

Strengthening the Association's role in and contribution to national policy and advocacy through informed representation.

Improve visibility and promote understanding of the holistic value of international education in Australia and globally.



PROFESSIONAL LEARNING

Continue to recognise and reward members through dynamic, high-quality professional learning programs that are globally recognised.



RESEARCH

Generate and contribute to high-quality applied research relevant to Australian international education.

Disseminate relevant research to influence policy, advocacy and practice.

enabling capabilities



COMMUNICATIONS

Provide effective communications platforms that facilitate IEAA's mission and enhance member engagement.

Deliver an effective media strategy to enhance IEAA's standing as the go to organisation for international education in Australia.



ORGANISATIONAL AND FINANCIAL SUSTAINABILITY

Enhance the organisational capability and sustainability to ensure the Association can deliver on services to members and priorities.



PARTNERSHIPS

Develop and execute a high-level engagement strategy with partners, corporate associates and sponsors.


Broaden the Association's membership to be truly cross sectoral.

ieaa

International Education
Association of Australia



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