



Fund for  
Education Abroad



# Strategic Plan

FY 2018-2022



# Goals

Goal One:

## DEEPEN ACCESS

FEA is a mission-driven organization focused on access and equity yet the dilemma remains that only three percent of applicants, or 50 students, received awards during the last cycle. This highly selective award rate is more competitive than Ivy League college admissions. The number of high-quality student applicants far exceeds the number of available scholarships. FEA envisions a future in which no barrier—financial, curricular, or personal—should be insurmountable; however, our low award rate is a perceived barrier and particularly discourages the first-generation college and minority students we seek to fund.

**Our top priority is to increase our capacity to fund a greater number of deserving applicants each year. We seek to raise the number of scholars funded and the amount of monies disbursed.** To further encourage our target population to apply, we aim to provide full-ride scholarships for the top five percent of applicants in greatest financial need. These scholars would have zero Expected Family Contribution (EFC), no merit or need-based scholarships or grants from their home university, and receive the maximum Federal PELL grant.

To ensure the highest-quality applicant pool, we will increase our recruitment and outreach efforts in the coming years.

**Objective 1:** Increase number of scholarships awarded annually from three percent of applicants or 50 scholarships to 8-10 percent of applicants or up to 200 scholarships.

**Objective 2:** Provide full-ride scholarships for five percent of each annual cohort demonstrating deepest financial need.

**Objective 3:** Broaden recruitment of the most promising applicants with targeted outreach to 1,000 institutions in 2017, increasing institutional connections by 15 percent each year thereafter, and deploying Alumni Ambassadors to select campuses.

**Objective 4:** Engage a national steering committee of 10-12 advocates to lead a successful philanthropic campaign supporting increased access to study abroad through the provision of scholarships.

Goal Two:

## INVEST IN SCHOLARS BEFORE, DURING, AND AFTER STUDY ABROAD

Our internationally educated, diverse alumni pool is a significant and growing societal resource, and for FEA, the testimonials and accomplishments of alumni substantiate the impact of our mission. Alumni express gratitude to FEA for making possible their dreams of study abroad and are one of our most important future donor constituencies; they seek opportunities to give back as volunteers, develop professionally, and connect to a community committed to international exchange. **As our earliest recipients begin to enter the workforce, and our scholar numbers grow each year, it is urgent that FEA create programmatic, long-term relationships with scholars before, during, and after they study abroad.**

Alumni programming will promote leadership opportunities, professional development opportunities, and a network of self-supporting alumni with the launch of the Alumni Council, co-chaired by two extant Alumni Members of the FEA Board. The Alumni Council will be charged with alumni communication and events, and engagement of alumni in fundraising to support their efforts. In addition, it will convene at an annual reunion and conference that is held in conjunction with the FEA Gala.

To measure impact, FEA will offer an annual fellowship to chronicle the impact of international experiences on the lives and careers of our scholars. An annual report will spotlight scholar success in terms of social mobility, degree completion, and career preparedness. The fellowship will empower FEA to report back to its stakeholders on the impact of increased access to study abroad for our scholars.

**Objective 1:** Connect current scholars with a peer mentor recently returned from the same region of the world.

**Objective 2:** Enrich curricular instruction of student blogs and support scholars as they learn to articulate the value of their study abroad experience in terms of career readiness.

**Objective 3:** Create and launch the Alumni Council replete with leadership roles, events, and the engagement of alumni and others in an annual fund supporting alumni efforts.

**Objective 4:** Foster original research on the impact of study abroad as it relates to student outcomes via an annually hosted fellowship.

Goal Three:

## BROADEN BRAND AWARENESS

Broadening brand awareness is the next step to creating a recognized national scholarship that conveys an enduring stamp of approval to the recipient, a value potentially greater than the financial award itself. An FEA scholarship will be widely recognized as an emblem of an exceptional, internationally educated, diverse future leader and considered an asset by those seeking to fill internationally oriented careers or admit graduate student applicants.

Equally, broadening brand awareness will draw talented applicants to FEA, and encourage students with promise who might not have previously considered study abroad. With broader brand awareness, FEA will be able to further refine recruitment efforts.

Finally, brand awareness of FEA as a sustainably managed, mission-focused nonprofit that awards exceptional scholars and delivers high-quality programming will engender confidence among donors and facilitate our mission.

**Objective 1:** Establish a national public relations campaign strategy to ensure that FEA is nationally recognized by all university scholarship offices and education abroad offices.

**Objective 2:** Increase internal communications infrastructure and human resources to create and implement communication plans for all constituent groups.

**Objective 3:** Harness the outreach of a comprehensive philanthropic campaign to reach notables in the international arena and secure a publicly recognizable spokesperson.

Goal Four:

## BUILD A SUSTAINABLE FUTURE

FEA is committed to financial sustainability, transparency, and the judicious use of resources to meet or exceed commitments to stakeholders. FEA will continue to engender trust and strengthen relationships with constituents by following financial and fundraising controls consistent with good business practices.

Over the next five years, FEA will develop operating fund resources sufficient to achieve the goals and objectives of the strategic plan, scaling to provide the resources to support scholarship growth and programming. FEA will intentionally work to minimize the vagaries of changing conditions by identifying multiple stable sources of income, and growing the community of donors who embrace the mission while intentionally minimizing reliance on any one funding source.

New programs, such as an Access Partners initiative for study abroad program providers will offer annual support of the mission, while hosting scholarships with FEA. A new endowment initiative, supported by a comprehensive campaign to raise \$10 million will establish the bedrock on which FEA will build a sustainable future, serving generations of scholars to come.

**Objective 1:** Expand and nurture a community of stakeholders invested in, and committed to FEA's mission, including volunteers, staff, trustees, donors, corporate partners, scholars, and alumni.

**Objective 2:** Develop an Access Partners Advisory Board to build synergies among committed organizations.

**Objective 3:** Broaden and deepen our touch points with both existing and potential donors to ensure support for the annual fund with a continued focus on the annual Scholar Gala, volunteer fundraising for dedicated scholarships, and alumni donors, while establishing an endowment, and a planned giving program.

**Objective 4:** Cultivate a broad funding base comprising diverse funding sources, and independence from any one source of funding.



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