AFS Intercultural Programs
Strategy & Plan 2018–2022
EMPOWERING GLOBAL CITIZENS TO TAKE ACTION
January 2018
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AFS in 2017:

AFS Intercultural Programs is a global network of 60 independent, locally led and governed AFS organizations in 60 countries.

- Program activity in 94 countries
- 12,000 participants
- 11 external partners
- 60 national AFS organizations
- Recognized by 23 education ministries
- $25.8 million in donations for scholarships and initiatives
- 8,500 families hosted participants
- 50,000+ active volunteers
AFS is a bold idea with a courageous mission. We provide intercultural learning opportunities to help people develop the knowledge, skills and understanding needed to create a more just and peaceful world.

We envision a world in which all people embrace differences and believe that we are stronger because of them, a world where individuals and institutions are empowered to actively work towards advancing global understanding, transforming their communities and the world.

In these times of great turmoil and conflict, we asked ourselves:

• How can we promote more justice and peace in a world where nationalism and inequality are on the rise?
• How can we best promote our learning-to-live-together agenda when communities are more and more divided?
• How can we pursue an opportunity to engage in international and intercultural experiences for all young people when inequality is increasing and access to educational opportunities remains challenging?
• How can we partner with other organizations, governments and private-sector corporations to reach out to more people?
• How do we best enable people to act as responsible global citizens working for peace and understanding in a diverse world?
• How do we know we are making an impact in the world?

As a global network of 60 independent AFS organizations, we also asked:

• How can we leverage the strength of our independent AFS Network Organizations to seize opportunities as "One AFS" that reflects a united global presence and profile and delivers a contribution that is greater than the sum of our parts, while respecting their specific circumstances and local contexts?
• How can we express our common purpose by focusing on a tangible, mission-driven impact we want to make in the world that responds to diverse Partner realities?

Thank you to the 1,700 stakeholders—volunteers, staff, boards and alumni—for providing input and participating in the inclusive process to develop the Future AFS Strategy.

Building on our important work and legacy, the AFS Board of Trustees, 60 AFS Network Organizations and the entire AFS global community—one million strong—look forward to launching this new AFS strategy.

Vishakha Desai  
Chair, Board of Trustees, AFS Intercultural Programs, Inc.

Daniel Obst  
President and CEO, AFS Intercultural Programs, Inc.
Our Strategy

Seizing the Full Potential of Our Mission

Everything we do will be focused on strengthening our organization and generating impact. The AFS Network Strategy 2018–22 is designed to deliver mission-driven impact. Our strategic framework repositions AFS as a stronger, more cohesive and connected international education organization.

Our strategy not only honors and strengthens the commitment to our mission, it will also help us unlock the full potential of the Network so that we can work together most effectively to accelerate individual and collective impact.

Six strategic levers will help us increase our impact:

1. **Refocus on our target audiences** to truly understand their interests and needs.
2. **Diversify our program portfolio** and optimize our geographic reach.
3. **Ensure that all of our programs, initiatives and activities are built on our mission** and our DNA (our foundation cornerstones): intercultural learning, active global citizenship, volunteering, and leadership development.
4. **Cultivate and develop strategic partnerships with other organizations**, so that we can achieve a level of impact that we could not accomplish alone.
5. **Expand our fundraising efforts** to advance our mission and support our outreach to communities that cannot afford AFS programs without scholarships.
6. **Improve the way we work** and work together as One AFS.

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**MISSION**

CREATE A MORE JUST AND PEACEFUL WORLD

- **Develop Active Global Citizens**
- **Globalize Schools and Institutions**
- **Expand Access to Intercultural Education**

**AREAS OF ACTION**

- Programs
- Education
- Volunteerism
- Advocacy

**OPERATIONAL EXCELLENCE**

- Program & Product Delivery
- Financials
- Capability (People & Technology)
- Policies, Structure & Governance
One AFS: We believe that being aligned as “One AFS” with a united global presence and identity and with common priorities will allow us to deliver a contribution that is greater than the sum of our parts. The power of our Network—60 AFS organizations, operating programs in 94 countries, 1,000 staff members, 50,000 volunteers, 500,000 alumni—gives us tremendous clout, scope and reach.

AFS is built on volunteerism: After the end of World War II, ambulance drivers from both World Wars pledged to continue the AFS mission of volunteer service—working to promote global peace and understanding through intercultural exchange experiences. Today, our volunteers continue their legacy as a movement of active citizens determined to build bridges among cultures while advancing the full scope of our mission.

We advance active global citizenship: We prepare global citizens, future leaders and changemakers with essential 21st-century skills to engage, lead, collaborate effectively and take action in their work and their communities—and serve our mission to help the world learn to live together.

We partner with the people we serve: We engage with our participants, volunteers, families and schools as we develop our programs and services—adapting to evolving needs and interests of our customers and stakeholders.

Collaboration with other organizations is critical to help us achieve mission, scale and impact: Achieving our goals and making progress towards accomplishing our mission will require alliances with other organizations, governments and private-sector corporations. By leveraging the combined strengths of our allies, we can achieve a level of impact that we could not accomplish alone.

Just and peaceful societies are diverse and inclusive: A diverse and inclusive society requires us to provide intercultural learning opportunities to all. We strive to exemplify diversity and inclusiveness in everything we do. We make a conscious effort to broaden our reach and provide intercultural learning opportunities to all strata of society. Our participants, volunteers, host families and staff should reflect the makeup of the communities where we live and work.
Our Purpose & Areas of Action

Seizing the Full Potential of Our Mission

As a leading international education organization, AFS develops active global citizens, empowers schools and institutions and expands access to intercultural education in order to build a more just and peaceful world. Through our international exchange programs, education initiatives, volunteerism and advocacy, we provide more people with the intercultural skills and understanding to actively contribute to society and create change.

We work in 94 countries around the world, providing opportunities for around 12,000 young people who take part in the AFS Programs, which are supported by more than 50,000 volunteers and staff, along with thousands of host families. AFS Intercultural Programs is a global network made up of 60 independent, locally led and governed AFS organizations (in 60 countries) and AFS International, which enables the Network Partners to connect with and learn from each other, accelerating their individual and collective impact.

Our strategy is mission-driven and designed to deliver impact in three key goals:

**Develop Active Global Citizens:** develop responsible citizens of all ages through intercultural learning to take action in their communities and the world.

**Globalize Schools and Institutions:** support and equip educators, schools, institutions and other organizations in delivering effective intercultural learning programs that build global competence.

**Expand Access to Intercultural Education:** ensure that more people from diverse and underserved communities participate in and benefit from AFS programs and initiatives by providing scholarships and expanding community outreach.

We advance these impact goals through **four areas of action:**

**Programs:** We will diversify our program portfolio, strengthen our flagship program, optimize our geographic reach and improve the way we work together so that we can provide opportunities to a wider range of people and expand our impact.

**Education:** We will provide a broader range of tools, services and trainings that allows schools, institutions and NGOs to expand intercultural learning at scale.

**Volunteerism:** We will engage and motivate volunteers to deliver on our three impact goals and broaden our reach into local communities.

**Advocacy:** We will raise awareness of the essential role of intercultural learning in advancing active global citizenship.
2018–2022 Priorities

**PRIORITY PROJECTS AND INITIATIVES**

- Develop New AFS Program Models
- Refresh AFS Flagship High School Program
- Enhance & Expand Host Family Experience
- Market Development (New & Existing)
- Develop New Intercultural Learning Products for AFS and External Organizations
- Expanding Educator Relations
- Enhance the AFS Volunteer Experience
- Training Program for AFS Volunteer Leaders
- Increasing the Number of AFS Volunteer Chapters
- Increase Fundraising for Scholarships and Social Impact Projects
- AFS Center for Intercultural Learning & Global Competence
- AFS 2018 Global Conference
- Global Alumni Engagement Initiative
- AFS Strategy Metrics/Monitoring
- Application & Lead Management
- Accreditation Process for AFS Organizations
- AFS Organizational Development
- Upgrade AFS Digital Systems & Technology

**DIRECT OUTCOMES**

- Programs
  - A diversified program portfolio, optimized geographic reach and clear operating principles that open up opportunities to a wider range of individuals.
- Education
  - A broader range of tools, services and trainings that allows schools, institutions and NGOs to expand intercultural learning at scale.
- Volunteerism
  - An energizing volunteer experience with a broader range of roles that serves our wider impact and expands our reach into local communities.
- Advocacy
  - Increased awareness of the essential role of intercultural learning in advancing active global citizenship.
- Operational Excellence
  - An aligned, efficient and effective network that accelerates individual and collective impact.

**WIDER IMPACT**

- **Active Global Citizens**
  - We develop responsible citizens of all ages through intercultural learning to take action in their communities and the world.
- **Globalize Schools & Institutions**
  - We support and equip educators, schools, institutions and other organizations in delivering effective intercultural learning programs that build global competence.
- **Expand Access to Intercultural Education**
  - We expand community outreach and provide more scholarships to ensure that more people from diverse and underserved communities participate in and benefit from AFS programs and initiatives.

**VALUE TO SOCIETY**

More people with the intercultural skills and understanding to actively contribute to society, and create change and greater social mobility.
Our Impact:

Develop Active Global Citizens

We develop responsible citizens of all ages through intercultural learning to take action in their communities and the world.

AFS will build a larger, more prepared and engaged community of active global citizens to achieve our mission around the world.

Our state-of-the-art intercultural educational tools, based on our years of experience, accumulated expertise, and advice and input from academic researchers, as well as our exceptional commitment to volunteerism, prepare and encourage participants, volunteers, host families and others to take purposeful action in their communities.

AFS will take a more focused approach to ensure that every AFS program and initiative (international and domestic) includes intercultural learning to help AFSers become active global citizens and future leaders.

Passing Sustainability Forward

AFS Germany facilitates AFS Global Prep Intercultural Green Summer Sessions for students from around the world to engage in intercultural learning and explore climate change, upcycling, alternative energy and sustainability. During these short study abroad programs, students learn how to become more sustainable themselves and pass on knowledge upon returning home through personal blogs, school presentations and local events.

Making ethical choices to support great design

Social entrepreneur Jason Grullón (AFS ’08) co-founded the ethical fashion company Virtù, which promotes fair prices and empowers the people and communities (in the Dominican Republic and around the world) that produce his quality clothes. The CEO credits his AFS experiences with his motivation to help others.
Our Impact:

Globalize Schools and Institutions

We support and equip educators, schools, institutions and other organizations in delivering effective intercultural learning programs that build global competence.

AFS will build relationships with educators, schools, government ministries, academic institutions, NGOs and communities as a means to provide innovative educational programs and services, promote the value of intercultural learning and build global competence.

AFS will develop, often in partnership with other organizations, new tools and offer new ways to engage a larger audience, including virtual exchanges to help young people who are not studying abroad to take their first steps in becoming more globally competent.

Bringing global education to Tokyo’s public schools

AFS Japan has been appointed to run an exciting new program infusing Japanese public schools with global education, collaborating with the Tokyo Metropolitan Board of Education. In 2017, together with AFS organizations in Australia, Canada, New Zealand, Thailand and the United States, AFS Japan will provide opportunities for 80 foreign students to attend public high schools in Tokyo.

Building global competence in a Belgian NGO

When Oxfam needed employee training on navigating intercultural encounters in its headquarters in Brussels, the two AFS organizations in Belgium took on this intriguing assignment. AFS in Belgium helped 30 Oxfam employees discover and understand their own cultural frameworks, and appreciate cultural differences. Oxfam employees also gained valuable insights about the impact of culture in different contexts. This included learning about organizational culture as well as the diversity of cultures in a more traditional sense (ethnic, religious, socioeconomic differences, etc.). Given the success of this training, Oxfam plans to replicate it beyond their headquarters.
Our Impact: 
Expand Access to Intercultural Education

We expand community outreach and provide more scholarships to ensure that more people from diverse and underserved communities participate in and benefit from AFS programs and initiatives.

As a diverse and inclusive organization, we will work to align our participant, host family and volunteer demographic profile with that of our communities. We will partner with organizations that enable AFS to expand our capacity to recruit more diverse participants and host families, and to involve volunteers who might otherwise not apply or engage or have not previously been exposed to intercultural education.

AFS Network Organizations will identify creative and proven strategies to diversify our participant, host family and volunteer ranks.

We will provide scholarships (and other appropriate support and encouragement) to participants and (when necessary) to host families who cannot afford our programs and mobilize funding for social impact initiatives that connect communities across cultural and other types of divides and differences.

Investing in Africa’s future leaders
More than 40 high school students from Africa received AFS scholarships to participate in the flagship AFS High School Study Abroad program and embark on a personal intercultural learning journey facilitated by AFS volunteers and staff. The scholarship will help students like Ambani Makuya from South Africa who will go on an AFS program in the Philippines because of his desire “to be a global citizen who doesn’t judge other cultures but celebrates our differences.”

Faces of America
AFS-USA’s Faces of America initiative aims to ensure that global education and study abroad opportunities are made available to all communities and are reflective of the diversity of the country. By partnering with community-based organizations, foundations, corporations and schools that serve underrepresented communities, AFS-USA awarded scholarships to more than 2,200 outstanding teenagers since 2007.

In 2017, $25.8 million in scholarships awarded
Our Areas of Action

Programs

We will diversify our program portfolio, optimize our geographic reach and improve the way we work together so that we can provide opportunities to a wider range of people and expand our impact.

1. To ensure that more young people have meaningful intercultural experiences, we will upgrade our flagship AFS High School Programs (school year and semester) to make it the leading global school exchange program. Currently, approximately 8,500 students participate in our flagship programs. By 2022, at least 10,000 young people have the opportunity to participate.

Focused on better meeting the interests and expectations of young people, while at the same time providing a strong educational experience, the updated AFS flagship program will provide compelling content and an improved application process. To encourage AFS participants to get involved in their communities, we will introduce a community and social impact action requirement to the flagship program.

2. We will introduce new clearly delivered Network-wide program models, each with intentional learning components that will provide participants with intercultural skills. By 2022, nearly half of our participants will participate in alternative programs. We will also focus on expanding programs for people over the age of 18 through the AFS subsidiary Sentio. The new program formats must meet learning objectives, reflect our mission and feature content that participants are demanding today. For example, short Global Prep programs will engage students in intercultural learning while exploring key challenges that face our world.

We will also explore new ways of managing these new program models, including testing a new recruitment approach that allows AFS Network Organizations to directly recruit participants, and opening up AFS to new organizations that offer complementary program opportunities or new capabilities.

For all our programs, we will champion diversity and inclusion. To open up opportunities for students who cannot afford an international education, we will significantly increase our scholarship resources both at the local AFS Partner level and at the Network-wide level.

3. We currently work in 94 countries. We plan to expand opportunities in some current AFS countries, especially those where there is strong demand for international education. We will also start working in new countries, especially those with growing youth populations, and those currently underserved by intercultural learning opportunities. For new countries, we will prioritize alliances or partnerships with existing organizations. In all cases, we will take a deliberate approach with clearly defined criteria and always focus on quality and mission.

4. Hosting an exchange student is a great way to provide a family with an intercultural learning experience. We will strengthen the host family experience and focus on identifying more diverse host families. We acknowledge that providing host families with a stipend or reimbursing expenses are viable options for AFS (a “host family scholarship”) and will open up hosting (where appropriate) to qualified, motivated families who cannot afford to host without a small stipend. We will also explore alternate living arrangements for program participants that reflect AFS standards.
Our Areas of Action

Education

We will provide a broader range of tools, services and trainings that allows schools, institutions and NGOs to expand intercultural learning at scale.

1. Acquiring intercultural skills is more than just getting on a plane or physically meeting someone from a different culture. As an intercultural education organization, we are committed to meeting key educational goals that provide our participants with true intercultural learning.

In the past years, we have developed excellent intercultural learning tools, including learning journeys for students, host families, volunteers and staff. We will refine our intercultural learning products so that they can be used in a more flexible and accessible way. We will customize education content to new AFS program models with the ability to measure results, and we will convert our tools and training into a blended learning model (online/in-person) to reach more people.

2. Many schools, institutions and NGOs are in need of intercultural training tools. We will adapt or develop new education products for external audiences, so that we can provide organizations with state-of-the-art intercultural learning tools and services.

We will accelerate the use of the Global Competence Certificate (GCC) that was developed by Sentio as an educational technology product, focusing on higher education institutions and others. Our learnings from the GCC will inform rolling out other educational technology products by AFS.

3. Schools are one of our most important stakeholders. In order to strengthen our school relations and to better support schools and teachers in their efforts to globalize classrooms, we will design teacher training programs, aligned with the needs and priorities of educators and focused on new national or international standards (such as new PISA global competence framework).

We will also build alliances with other global organizations in the education space and cooperate with other educational technology providers so that we can be present in as many places as possible.
Our Areas of Action

Volunteerism

We will engage and motivate volunteers to deliver on our three impact goals and broaden our reach into local communities.

1. An essential part of staying motivated and engaged as a volunteer is the experience they have. We will implement a volunteer experience management tool designed to help explore ways we can reduce barriers for people interested in volunteering with AFS, provide more motivation for volunteers to stay engaged over the long term and make sure a clear and visible impact is present. The toolkit will provide resources for staff and volunteers in charge of engaging, coordinating and structuring the work of our volunteers so they can effectively use state-of-the-art approaches to support their work.

2. Our volunteers are at the forefront of helping us accomplish our mission and expand our impact. We will re-imagine volunteer roles to expand opportunities for volunteers to deliver on all our areas of impact. Our new program models and initiatives will open up new volunteer possibilities. And we will emphasize extending access to underserved communities through local fundraising and community outreach.

3. Volunteers must be motivated and their involvement structured to maximize the impact of their contributions. The support required to enable volunteers is usually best delivered by permanent staff or volunteer leaders. To ensure that our volunteers have access to the right tools and training, and are motivated to continue volunteering in the long term, we will develop an AFS Organizational Development Coordinator Training Program that invests in staff and volunteers who specialize in supporting volunteers in their work. We will develop best practices and training parameters to equip our volunteer coordinators with cutting-edge approaches to ensure that AFS is the volunteer organization of choice and also a recognized leader in the field of volunteer engagement.

One of our key goals is to increase diversity on many levels and to be reflective of our communities. We will open up AFS volunteerism to external audiences by improving the way we recruit, welcome and prepare volunteers who did not participate in an AFS program.
Our Areas of Action

Advocacy

We will raise awareness of the essential role of intercultural learning in advancing active global citizenship.

1. AFS is a leading voice for intercultural learning that leads to active global citizenship. To provide a unified, public umbrella for all our work in the intercultural learning space, we will establish an AFS Center for Intercultural Learning and Global Citizenship. This (virtual) center will provide a platform and resource hub to help advocate for AFS and the intercultural learning field by bringing together various stakeholders and allies. Through the AFS Center, we will facilitate intercultural learning experts throughout the Network to easily work together to adapt, create and promote our content. We will convene events; develop alliances; apply for funding and grants to develop new initiatives; and deliver products and services.

2. We will turn the AFS World Congress into a public conference focusing on our core advocacy issues. Such an external conference will attract educators, peer organizations, governments and policymakers and other key stakeholders, as well as sponsors. We will also incorporate the Annual Meeting of Sentio into the new “World Congress.” To ensure that we continue to focus on our own operations, we will always reserve time during that conference for AFS-only meetings.

3. To ensure that more people can participate in and benefit from AFS programs and initiatives, we will build fundraising capacity across the AFS Network and develop tools and training for Network Organizations to raise funds for scholarships or to pursue other types of activities that help advance our mission. We will also launch a new Network-wide scholarship initiative that extends international education opportunities to more communities and ensures AFS participants reflect the diversity of our communities.

4. One of the biggest and most important assets of AFS is our alumni—more than 500,000 former participants plus our hosting families, volunteers and many others. We will develop a globally connected AFS alumni community to engage alumni to join our volunteering, fundraising and advocacy efforts.
Network Operational Excellence

The success of this strategy depends on the Network implementing changes that improve the way we work together and the way we manage our programs and initiatives.

1. We will improve and standardize our recruitment, application and admissions process to make it easier for participants and stakeholders. This includes a wholly redesigned application experience, a standardized process, tools designed to support staff and volunteers to engage applicants more effectively, and the creation of a digital infrastructure. Where possible, we will also open up new recruitment channels (online), implement rolling admissions and placement strategies to serve and engage participants in a manner they consider timely.

2. To assess and improve the quality of our Network program delivery and operations, we will create a peer-based review and accreditation process for AFS Network Organizations to ensure that all parts of the Network meet AFS quality and other standards, and provide support where needed. Where relevant and advantageous, we will also consider regional consolidation (of operations or services) to strengthen the Network.

3. Recruitment, training and retention of staff are essential in any well-run organization. We will ensure that leadership and staff as well as volunteers are equipped with the right set of skills and required competencies to implement the AFS Network Strategy and transformation. By developing a strong and consistent competency framework for the Network, we will retain and support staff.

4. Working as a network allows us to accomplish more than we could alone. It also comes with challenges. We will review our internal program planning and negotiations process to ensure efficiency, quality and consistency related to program management and pricing.

5. Investing in a strong technical/digital infrastructure is what allows an organization to work together more easily, improve quality, become more agile and make data-driven decisions. As part of this strategy, we will upgrade our "AFS Global" digital system with cutting-edge database storage and management systems.

6. Good indicators are essential if we are to meet our goals for impact and organizational effectiveness. In 2017–18, we will pilot and refine a new framework with key performance indicators. We will publish new AFS Partner Snapshots that review both key performance indicators and impact measures.
AFS Intercultural Programs Strategy 2018–2022

A united global presence with a common purpose, focused on the tangible, mission-driven impact to foster intercultural understanding.

Focused on simplifying the way we work to allow co-creation, flexibility, agility and collaboration.

Built on volunteerism.

Led by AFS Intercultural Programs Board of Trustees and AFS International President.

AFS NETWORK ORGANIZATIONS

AFS Network Organizations are independently led and governed organizations that share a common vision, approach and commitment to shared core values, and work together across borders.

- Commit to advance the three AFS Impact Goals and the AFS Network Strategy.
- Provide lifelong learning experiences to people of all ages.
- Deliver AFS Programs for participants and all stakeholders.
- Engage, inspire and prepare volunteers to support AFS Programs delivery, participants and host families.
- Innovate and adapt AFS Programs, projects, and best practices to their realities.
- Commit to advancing intercultural understanding through programs, education, volunteerism and advocacy initiatives.
- Collaborate with and support other AFS organizations.
- Operate within the AFS Articles of Partnership and actively participate in the AFS Network.

AFS INTERNATIONAL

AFS International leads the Network and is responsible for driving the AFS Network Strategy and facilitating connections, intercultural learning and shared best practices.

- Responsible for leadership and management of the AFS Network as outlined in the Articles of Partnership, including upholding quality standards and adherence to operational guidelines.
- Enables implementation of the Network Strategy and evaluates the performance and impact of the Network.
- Develops and promotes the global brand, visibility and expertise of the AFS Network.
- Provides direct support to Network Organizations by identifying insights and best practices from across the Network, and advising on how to apply these ideas in context of their local realities.
- Advances operational excellence by providing program coordination, Network financial arrangements, risk management and technology for AFS Partners.
- Fosters leadership development of Network Organization staff and boards by providing training, expertise, advice and tools.

ONE AFS NETWORK

Working together for maximum impact:

- Develop Active Global Citizens
- Globalize Schools and Institutions
- Expand Access to Intercultural Education

Network Operational Excellence: Roles of AFS International and AFS Network Organizations
Sentio, Inc., is a not-for-profit global education network created in 2014 as a subsidiary of AFS Intercultural Programs, Inc., to further promote the AFS mission and provide intercultural learning opportunities for adults. While Sentio is young, it has already received significant recognition, including being named the Best Recruiter Association by the Canadian Premier International Education Awards and the Best Education Abroad Provider by the World Youth and Student Travel Conference (WYSTC), both in 2016.

Sentio serves the following goals:

**Intercultural mobility programs** for participants of 18 years and older: Sentio’s initial—and sole—focus is on supporting growth for these programs through a membership model with like-minded organizations within and outside of the AFS network. Specifically, Sentio focuses on five different types of programs: volunteer abroad, internships, study abroad, language schools and teacher programs. Yearly, about 1,150 individuals participate in such programs.

**Innovation lab for the AFS Network**: Sentio takes on the role of an innovation lab for AFS. Larger innovations include (a) spinning off our educational content as a standalone product (the Global Competence Certificate) and (b) creating an online marketing platform that allows organizations that host programs to promote those directly to recruiting partners or potential participants. Smaller innovations include (a) operational efficiencies, such as running events without airport pickup or centrally managed hotel reservations, and (b) introducing customer relationship management (CRM) tools at Sentio, Inc., to manage a broader network of member organizations and licensees.

**Vision for Sentio’s Role Related to the AFS Network**

**Mobility programs**: Sentio has grown to 47 member organizations, including 12 non-AFS organizations. Because a majority of AFS organizations are fairly new to running programs for participants who are 18 years or older, Sentio will focus its efforts on supporting AFS organizations in expanding their capacity in this area. Continued focus will lie on integrating non-AFS organizations into the Sentio Network, and where it makes sense, into the larger AFS Network.

**Educational technology and innovation**: A significant potential for Sentio lies in educational product development, proven by the early success of the Global Competence Certificate (GCC). In 2017, the GCC was shortlisted, alongside Duolingo, as the Digital Innovation of the Year (PIEoneer Awards). It was also shortlisted for the Qatar Foundation’s ed-tech accelerator by the World Innovation Summit for Education. Important partnerships include Purdue University (US), which will use the GCC for their study abroad students, and the Ministry of Foreign Affairs in Belgium, which will test the GCC with its diplomats. With the educational technology space (ed-tech) growing in importance, we see significant potential for Sentio to serve as an incubation and product development hub for other intercultural learning products, possibly supporting AFS in the development of these products.

**Closer alignment with AFS**: Since the majority of Sentio members are also AFS Network Organizations, we will continue to seek opportunities to more closely align Sentio with AFS. One example is Sentio’s CEO also serves as Chief Programs Officer at AFS Intercultural Programs. Another is the plan in 2018 to merge the Sentio Business to Business Meeting and AGM with the AFS World Congress.
Measuring Our Impact & Performance: Framework

Impact represents the #AFSeffect on people, communities and institutions

This strategy proposes a framework of action that is impact driven. Our impact measurement framework offers both quantitative and qualitative analysis to measure how effective we are in achieving our mission. The model brings concrete concepts to our three key impact areas by assigning specific, measurable and result-focused objectives to each.

In this way, the model provides the AFS Network with a framework to assess, benchmark and align each AFS Network Organization to achieve the impact objectives.

### Develop Active Global Citizens

**Encourage AFS participants to take community and social involvement actions during or after their AFS experience**

- Number of AFS participants, host families and volunteers involved in community engagement actions; number of community actions
- Hours spent by AFS participants, host families and volunteers on community projects
- Number of communities and institutions involved; number of people reached

**Assess the AFS impact on participants in terms of personal and professional development**

- Up to 7 self-assessed learning outcomes following program participation via AFS Customer Service Evaluation
- Track and reflect the professional development of distinct AFS alumni
- Long-term research of the intercultural competencies developed by AFS alumni and host families

**Increase the total number of people directly* impacted by AFS, thus enabling a greater multiplier potential of the #AFSeffect**

- Number of all AFS participants
- People exposed to AFS participants and/or impacted by AFS community actions (AFS multiplier effect)
### Globalize Schools and Institutions

| Increase the number of schools, teachers, NGOs and institutions that have received resources, trainings or other services by AFS | - Number of AFS institutional outreach initiatives and number of schools/NGOs/institutions involved  
- Number and type of communities and institutions involved  
- Number of people (including school teachers) trained in intercultural competencies by AFS |

| Deliver AFS national, regional and global meetings that are attractive and valuable educational events | - Number of events and outreach activities  
- Number of external institutions and people at AFS events |

### Expand Access to Intercultural Education

| Champion inclusion and diversity in the AFS organizational representation and makeup (participants, staff, volunteers) | - Diversity makeup in each AFS organization (respective to the country realities) on the levels of participants, volunteers, staff and leadership  
- Number of partnerships with like-minded institutions aiding AFS to expand its footprint in underserved and under-accessed communities |

| Increase funding for intercultural education opportunities | - Number and type (junior, 18+, host family) of scholarship recipients  
- Total funding provided through fundraising |

| Foster sustained expansion of the AFS Program footprint for existing and new program types and markets, and through educational products and services | - Program growth by program type and audience served  
- Growth in the number of countries with formalized AFS presence and the number of hosting destinations offered |
We have set out the following targets for impact and reach.

<table>
<thead>
<tr>
<th>Category</th>
<th>IMPACT IN 2016</th>
<th>IMPACT IN 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL</strong></td>
<td>USD 130 million*</td>
<td>USD 160 million*</td>
</tr>
<tr>
<td><strong>SCALE</strong></td>
<td>Working directly with 75,000 people (participants, volunteers, host families, teachers, external learning program participants)</td>
<td>Working directly with 100,000 people</td>
</tr>
<tr>
<td></td>
<td>Indirectly reaching 350,000 people in communities and classrooms</td>
<td>Indirectly reaching 1 million people in communities worldwide</td>
</tr>
<tr>
<td><strong>VALUE TO THE WORLD</strong></td>
<td>People who participate in our programs, activities and initiatives actively contribute to society and create change; and benefit from greater social mobility</td>
<td></td>
</tr>
</tbody>
</table>

*External revenues only.
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“Not everything that is faced can be changed, but nothing can be changed until it is faced”

–James Baldwin