



CSIET Strategic Plan

Strategic Plan July 1, 2026 – June 30, 2029

INTRODUCTION

CSIET is entering an exciting new chapter of growth and strategic evolution. Building upon our strong track record of standards excellence and our highly collaborative organizational culture, we are embracing a bold new direction. To ensure the continued flourishing of the organization and the field of youth exchange, CSIET is stepping into its role as the definitive "Gold Standard Bridge". Through CSIET's standards of excellence, this bridge connects U.S. placement organizations, international sending organizations, schools, athletic associations, and communities. By refining our focus and expanding our value-added services, we are committed to elevating the quality of exchange programs across the industry.

BACKGROUND

Throughout our history, CSIET has benefited from a dedicated staff, a passionate Board of Directors, and a shared belief in the transformative power of international exchange. As the landscape of student exchange has evolved post-COVID, we recognize the need to enhance our operational model to better support our members. We are excited to transition from a traditional audit-based model toward becoming a dynamic provider of premier resources, training, and preferred practices. This proactive shift ensures that CSIET will continue to provide meaningful, sustainable support to all our stakeholders for years to come.

CHALLENGES

The international exchange community faces shifting dynamics, including the complexities of securing host families and navigating school placements in a post-COVID environment. To best support our members, CSIET is seizing the

opportunity to clarify our mission and amplify the value of our certification. By clearly defining what the CSIET seal signifies, we can better assist our members in building trust with local communities. Our goal is to provide the tools and resources necessary to help more schools confidently say "yes" to hosting international students, ensuring that successful placements continue to thrive.

REGULATORY CONTEXT

As the regulatory landscape has evolved, particularly since the U.S. State Department assumed the primary J-1 audit role, CSIET has recognized an opportunity to modernize our certification approach. To ensure our certification remains a highly meaningful standard of excellence rather than a routine administrative step, we are transitioning away from its historical audit-based model. Moving forward, CSIET is proudly implementing robust, engagement-based standards that reflect active participation, professional development, and adherence to industry preferred practices.

CSIET MISSION STATEMENT

CSIET sets and upholds the **gold standard** for international secondary student exchange by **certifying programs** through rigorous, engagement-based standards. We serve as the **vital bridge** of excellence for U.S. exchange programs, international sending agencies, schools, athletic associations and communities. We provide **expert-led professional training** and state level outreach to advance exchange experiences that are safe, high-quality, and educationally enriching.

We seek to be the **definitive global facilitator of excellence** and the leader in international student exchange at the secondary level, ensuring these programs are recognized as a **prioritized, sustainable, and essential** component of the global educational landscape.

KEY PRIORITIES

As CSIET charts its course for the next three years, the Board of Directors has set forth priorities based on CSIET's four **core values**. By executing the four strategic pillars aligned with these values, CSIET aims to solidify its mission clarity and achieve a sustainable **15% increase in total revenue by 2029** to continually fund our vital initiatives.

CORE VALUE: STEWARDSHIP

Priority 1: Develop and Offer Specialized Professional Training and Support Services

Objective 1: Proprietary Modules & Specialized Workshops

1. Expand CSIET's offerings by sharing our deep expertise in hosting excellence through premium, value-added resources.
2. Develop and offer actionable, proprietary online training modules available for purchase by both members and non-members.
3. Focus training content on critical, high-demand topics that support student well-being, such as mental health support, risk management, and Local Coordinator capacity building.
4. Introduce new revenue streams by hosting specialized webinars and workshops that provide professionals with valuable take-home resources and actionable metrics.

CORE VALUE: TRANSPARENCY

Priority 2: Transition to a Meaningful, Engagement-Based Certification Model

Objective 1: Value-Tied Dues & Professional Development Integration

1. Redefine the "Gold Standard" certification to focus on meaningful engagement standards rather than historical audit processes.
2. Ensure the CSIET seal represents true dedication by incorporating active participation in committees, advocacy, and professional development into the certification process.
3. Support organizational growth by implementing dues adjustments that are directly tied to these newly enhanced value offerings.
4. Integrate the completion of specialized training modules as a valuable and required component for maintaining an active, certified status.

CORE VALUE: ENGAGEMENT

Priority 3: Welcome a Global Community of Membership and Certification

Objective 1: International Associate Expansion & Certification Fees

1. Transition CSIET toward becoming a truly global organization by welcoming international sending agents into our membership community.
2. Enhance financial stability by developing the exciting new avenue of International Associate membership dues.

3. Create specific, high-quality certification standards for overseas agencies, generating new revenue through certification fees for international partners seeking placement on the Advisory List.
4. Establish an International Advisory Committee to carefully guide this global expansion and showcase CSIET's value abroad.

CORE VALUE: PARTNERSHIP

Priority 4: Strengthen Institutional Alliances as a Gateway to Schools

Objective 1: Grants, Sponsorships, & School-Focused Training

1. Partner with state athletic associations, leveraging their high regard for CSIET standards, to champion safe, fair sports and protect against competitive abuses.
2. Secure institutional funding, grants, and corporate sponsorships through these vital athletic and educational alliances.
3. Utilize these trusted partnerships to "open doors" and build relationships with school administrators, thereby driving increased school membership.
4. Provide fee-based, standardized expert training directly to school personnel (such as DSOs/PDSOs) on regulations, policies, and best practices, further cementing our role as an essential educational partner.