



Strategic Plan 2024

Migration Institute of Australia

Welcome from the National President

It gives me great pleasure to share with you the new Strategic Plan that will serve as our roadmap at the MIA for 2024. This plan reflects the new Board's collective vision for the immediate and longer-term future of the MIA.

This forward-thinking strategy is intentionally bold and is centred around our member's needs and aspirations. This plan has also been designed with regard to previous Board's objectives - some fulfilled and others not. We've drawn from the experiences of prior Board periods, incorporating lessons learnt and member insights.

In formulating this strategy, we have also taken great care to align our strategic goals with the foundational objectives set out in the MIA's Constitution.

And finally, the last few years have taught us that, as an organisation, we need to be responsive to changes at all times. For this reason, the objectives and initiatives set out in this Strategic Plan will be reviewed by the National Board and adjusted at the end of 2025 to reflect new goals initiatives for the following year.

So on behalf of the MIA Board of Directors, I present to you this bold yet achievable strategy for the coming year. We look forward to collaborating with our CEO and the dedicated National Office team to bring life to these initiatives and fulfill the aspirations we hold for our membership.

Reuben Saul

**National President
Migration Institute of Australia**

Vision & Purpose

Vision

Leading the way towards a more efficient, ethical, and empowering migration landscape in Australia through professional excellence in immigration advice and advocacy.

Purpose

To provide unparalleled support and resources to migration professionals, ensuring the highest standards of service and integrity in navigating Australia's immigration system, thereby enhancing the experiences and outcomes for migrants and contributing to a diverse and dynamic Australia.

Goals

01

Visibility

We invest in building the MIA brand, so that it is synonymous with trust, expertise, and integrity in the immigration advice space.

02

Representation

We represent the interests of our members through strategic engagement with key decision-makers.

03

Education

We deliver unparalleled services and professional development opportunities for Registered Migration Agents and Migration Lawyers.

04

Advocacy

We play a leading role in shaping the development of immigration and citizenship law in Australia.

05

Excellence

We pursue excellence in practice; setting the highest standards to ensure our members provide the most knowledgeable, ethical, and proficient services to clients.

06

Collegiality

We foster a supportive community among our members, promoting mutual respect, knowledge sharing, and professional growth.

01: Visibility

We invest in building the MIA brand, so that it is synonymous with trust, expertise, and integrity in the immigration advice space.

| Objectives | Initiatives | Priority |
|---|---|----------|
| Refresh the MIA's visual identity to reflect our contemporary, progressive, and professional image. | <ul style="list-style-type: none">Engage a professional design agency to provide an updated style guide for the MIA which includes higher quality versions of the logo and updated stationary. Implement a phased roll-out across all platforms.Collaborate with in-house and external web design professionals (where necessary) to enhance the MIA website so that it is visually appealing, easy to navigate, and informative. Ensure the website architecture offers distinct pathways for members and the public. | High |
| Elevate the quality and reach of MIA conferences to position them as must-attend events. | <ul style="list-style-type: none">Undertake a comprehensive review of past conferences to identify areas for improvement, and implement these changes for future conferences. | Medium |
| Enhance public relations efforts to increase brand recognition. | <ul style="list-style-type: none">Initiate a selection process to identify and engage a PR firm that aligns with our brand values and has a proven track record. | High |

02: Representation

We represent the interests of our members through strategic engagement with key decision-makers.

| Objectives | Initiatives | Priority |
|---|--|----------|
| Increase the visibility and impact of representation efforts among members, stakeholders, and the broader public. | <ul style="list-style-type: none">• Develop a communications strategy that highlights the MIA's advocacy efforts and successes through various channels like newsletters, social media, and press releases. Create informational and educational material (such as infographics, briefs, etc.) to disseminate key messages and policy stances. | Medium |
| Proactively contribute to regulatory reforms to advance the profession. | <ul style="list-style-type: none">• Review proposed regulatory developments in the Nixon Review and proactively draft comprehensive submissions to regulatory bodies, advocating for reforms that enhance the immigration advice profession's integrity and efficacy. | High |
| Strengthen branch-level representation effectiveness. | <ul style="list-style-type: none">• Establish guidelines for state/territory branches to enhance their local representation, guiding interactions with regional governing bodies and related entities for more impactful advocacy. | Medium |

03: Education

We deliver unparalleled services and professional development opportunities for Registered Migration Agents and Migration Lawyers.

| Objectives | Initiatives | Priority |
|---|--|----------|
| Enhance and acknowledge specialised skills in migration law. | <ul style="list-style-type: none">• Develop accredited migration specialist certifications (micro-credentials) to distinguish specialists. This would be short, focused courses which will result in a digital badge or certificate that members can display on professional profiles or websites. | Medium |
| Leverage technology to offer more accessible and effective online learning experiences. | <ul style="list-style-type: none">• Upgrade or improve the online learning management system to include self-paced modules and 'CPD on demand' services for more flexible learning.• Develop a library of comprehensive Practice Notes on core topics to assist members with up-to-date information and best practices. | Medium |

04: Advocacy

We play a leading role in shaping the development of immigration and citizenship law in Australia.

| Objectives | Initiatives | Priority |
|--|--|--------------------|
| Strengthen the MIA's policy development and research capabilities to provide informed advice on migration law. | <ul style="list-style-type: none">Engage a Manager (Research and Policy Development) to be responsible for coordinating policy development and providing high level analysis and advice.Under the guidance of the Manager (Research and Policy Development), develop a library of well researched policy positions. These documents should be well-researched, clearly written, and easily accessible to both members and the broader public. | High Medium |
| Leverage the expertise of RMAs and migration lawyers to inform policy positions and advocacy strategies. | <ul style="list-style-type: none">Form several advisory panels specialising in different areas of migration law. These panels will provide advice to the Manager of Research and Policy Development, as well as to the National Office, CEO, and Board. Establish clear guidelines for panel operations, including the process for submitting recommendations. | High |

05: Excellence

We pursue excellence in practice; setting the highest standards to ensure our members provide the most knowledgeable, ethical, and proficient services to clients.

| Objectives | Initiatives | Priority |
|--|--|----------|
| Ensure that MIA members have access to robust professional support. | <ul style="list-style-type: none">• Conduct a comprehensive review of existing professional support services and practice management tools. Develop and implement enhancements, resourcing or new offerings that address any needs. | Medium |
| Integrate ethics more deeply into the MIA's existing support structure and make it a cornerstone of member services. | <ul style="list-style-type: none">• Enhance the MIA's current professional support offerings to include dedicated resources and guidance on ethical issues in migration law. This could involve creating detailed guides, case studies, and FAQs on ethical practices in various migration law scenarios. Promote these resources through MIA's communication channels, encouraging members to utilise them as a first point of reference for ethical queries. | High |
| Develop mandatory training to enhance the ethical standards and decision-making skills of MIA members. | <ul style="list-style-type: none">• Develop and implement an ethics training program that is mandatory for all members. This program should be annual and could include webinars focusing on case studies, current ethical challenges in migration law, and best practices. | High |

06: Collegiality

We foster a supportive community among our members, promoting mutual respect, knowledge sharing, and professional growth.

| Objectives | Initiatives | Priority |
|---|--|----------|
| Create a professional, secure, and user-friendly platform for member interaction and information sharing. | <ul style="list-style-type: none">Implement a members-only online forum, accessed through the MIA website, that provides members with advanced methods of communication with colleagues in order to both seek professional support and connect with other members in a collegiate way. This will ensure privacy is maintained and information is secure. | High |
| Better acknowledge and celebrate the achievements and contributions of MIA members. | <ul style="list-style-type: none">Conduct a comprehensive review of the current FMIA and AFMIA accreditation and MIA awards processes. The review should examine criteria, nomination processes, and selection methods. Implement improvements such as clearer guidelines for nominations and a more diverse selection committee. | Medium |
| Bolster member engagement and professional networking through more frequent and diverse social events. | <ul style="list-style-type: none">Expand the social event calendar with a variety of activities tailored to different interests and locations. Through the use of KPIs, encourage branches and chapters to host regular events, and provide them with resources and guidelines for event planning. | High |