



INTERNATIONAL
TRADE
ADMINISTRATION

ITA

Strategic Plan

FY 2012 – 2016

ITA MISSION

Create prosperity by strengthening the international competitiveness of U.S. industry promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements.

ITA VISION

Foster economic growth and prosperity through global trade.

ITA VALUES

- High standards of personal integrity and professional excellence
- Mutual respect and teamwork
- Creativity and individual initiative

STRATEGIC CONTEXT –The Strategic Drivers and Impact of Our WorkGlobalization and the Importance of Trade

The world has recognized that international trade supports economic prosperity for some time. Over the last sixty years, world trade and multilateral economic engagement have expanded substantially. The number of countries engaged on a multilateral basis has increased significantly leading to explosive growth in the volume of trade. By 2010, total merchandise trade was 240 times the level of 1950. In 1947, there were 23 founding members of the General Agreement on Tariffs and Trade (GATT). By the creation of the World Trade Organization (WTO) in 1995, there were 123 member countries. Today, there are 153 WTO members, accounting for 97 percent of world trade. The number of Regional Trade Agreements (RTA) has also grown considerably. The GATT had been notified of 123 RTA arrangements, and since the creation of the WTO, over 300 additional arrangements covering trade in goods or services have been notified.

During this same period, American trade has expanded 175-fold. The United States has seen higher incomes, improved standards of living, increased productivity, and job creation. Sixty years ago, the value of total U.S. trade (exports plus imports) was equal to 8 percent of U.S. Gross Domestic Product (GDP); today trade is equal to almost one-third of our GDP.

The strength of the U.S. economy continues to depend on a vibrant global marketplace – last year alone, the United States exported nearly \$2 trillion worth of goods and services, and exports grew by 16.7 percent from the previous year. Perhaps most importantly, the U.S. workforce is dependent on global trade. Nearly 1 in 21 private sector jobs depend on manufactured exports. Services exports – including education, business services, information services, entertainment, international tourism to the United States, and construction and engineering – have also contributed to job creation. For example, recent estimates indicate that international travelers to the United States support roughly 1.1 million domestic jobs. Recognizing the important role of exports to U.S. economic recovery, President Obama announced the National Export Initiative (NEI) in his 2010 State of the Union Address. The NEI sets the goal of doubling exports by the end of 2014, which will support millions of U.S. jobs.

Foreign direct investment (FDI) in the United States also contributes significantly to U.S. economic growth and prosperity. Output from U.S. affiliates accounted for almost 6 percent of total U.S. private sector output in 2008, 42 percent of which was in the manufacturing sector. FDI plays a vital role in supporting U.S. jobs and helping to bolster U.S. export competitiveness. For example, U.S. subsidiaries of foreign-owned firms accounted for 19 percent of all U.S. goods exports in 2007. In addition, U.S. subsidiaries of foreign-owned firms employed approximately 5.7 million U.S. workers in 2008, which accounted for 5 percent of the private workforce employment.

Challenges and Opportunities

With the rise of new foreign competitors, complex cross-border economic integration, and rapid innovation, the global economy is changing rapidly. Moreover, the global recession has demonstrated how interdependent the world has become. It has also underscored the need for the United States to compete globally. Doing so will support jobs here at home, and not just any jobs, but jobs that will better position U.S. firms and workers for the future.

While exports, on average, have contributed more than one percentage point to GDP growth (at an annual rate) over the nine quarters of recovery beginning the third quarter of 2009, overall U.S. exports as a percentage of GDP put us well below almost all of our major economic competitors. This must be among our nation's highest priorities, as U.S. domestic consumption, which has driven growth in recent decades, will not be enough to ensure the competitiveness and health of our domestic industries.

Unfortunately, despite the importance of the global marketplace to future growth, U.S. companies' actual participation in international trade is remarkably limited, especially for small- and medium-sized companies (SMEs) that are the engines of economic growth and innovation. Although SMEs constituted 97.6 percent of all exporting firms in 2009, they accounted for only 32.8 percent of U.S. export value and many of these companies only exported to one market – vastly under-performing their potential.

A renewed focus on ensuring U.S. companies' success in overseas markets and increasing foreign direct investment in the United States will not only help strengthen the long-term health of U.S. industries, but also directly stimulate domestic job creation. The International Monetary Fund forecasts indicate that more than 85 percent of world economic growth over the next five years (2011-2015) will take place outside of the United States. With 95 percent of the world's consumers living outside U.S. borders, tapping into customers and investors in fast-growing markets abroad, further opening up foreign markets to U.S. goods and services, and leveling the playing field for U.S. industries, both at home and abroad, are crucial to putting the United States' economy on solid footing.

Our Role

The International Trade Administration's (ITA) mission is to enable U.S. firms and workers to compete and win in the global marketplace. Furthermore, given the importance of the National Export Initiative to America's economic recovery, ITA plays a crucial role in its implementation through our programs, people, and global footprint, while leading interagency coordination to expand exports under the Trade Promotion Coordinating Committee (TPCC). ITA is critical to the NEI's success and realizing the President's goal of doubling U.S. exports by the end of 2014.

OUR STRATEGY

Customers and Stakeholders

ITA's customers and stakeholders range from large multinationals, to small-to-medium sized companies and include the White House, other U.S. Government agencies, regulators, and Congress. These companies face a spectrum of hurdles in the global marketplace, including the lack of readily available information about exporting and foreign market opportunities, strong competition from foreign companies and governments, and difficult market conditions abroad. We work with trade multiplier organizations, such as trade associations and chambers of commerce, who represent a broad range of U.S. industry interests; as well as with foreign companies that are interested in purchasing U.S. goods and services and investing in the United States. In addition to other federal government agencies, we also work closely with state and local government economic development partners that have a role to play in our ability to deliver services effectively and efficiently to our customers.

Core Strengths

ITA has a set of core strengths that set the organization apart from other federal agencies, and position us optimally to execute our mission. The combination of our sector-economic-country expertise and export promotion-enforcement-compliance-policy expertise enable us to analyze U.S. industries' trade issues and needs holistically, make recommendations, and take actions. In addition, no other federal agency has a staff broadly dispersed throughout the United States, including in Washington, D.C., that is also fully integrated with an international presence across more than 70 countries. ITA's global footprint of commercial and trade experts puts us closer to the clients we serve to help them succeed globally. This unique organizational infrastructure is not only invaluable to the U.S. exporter, but is also regularly called upon by other federal, state, and local government agencies to provide the necessary support for their international programs.

Executing Our Strategy

Ensuring a steady growth in exports can positively impact domestic job creation. To execute our strategy, ITA will place a particular emphasis on:

- Enhancing our use of technology to efficiently manage our client relationships and effectively deliver services to them, including providing a more personalized web experience to access information about export opportunities;
- Building public-private partnerships, including with trade associations, and state and local governments to strengthen the impact of the NEI; and
- Developing and implementing actionable export strategies that integrate the best thinking of our sector and country experts with full engagement of the business community.

Adapting to the dynamic global environment to advance U.S. economic interests requires a comprehensive effort to open and expand markets and encourage inward investment, while combating foreign unfair trade practices and reducing structural impediments to doing business globally. Our strategy will leverage our expertise across all ITA business units and infrastructure so that we can:

- Advance U.S. commercial and strategic interests in international markets;
- Broaden and deepen the U.S. exporter base;
- Identify and resolve unfair trade practices;
- Foster excellent relationships with customers and stakeholders; and
- Achieve organizational and management excellence.

Strategic Goal 1: Advance U.S. Commercial and Strategic Interests in International Markets

Key objectives:

- *Increase U.S. export value and improve the global competitiveness of U.S. companies through an emphasis on trade promotion, market access, compliance and interagency collaboration (including support for small and medium enterprises).*
- *Advance and support U.S. commercial interests abroad and ensure U.S. companies can compete on a level playing field when bidding for foreign government procurements.*
- *Produce trade and industry analysis to enhance the competitiveness of U.S. industries in global markets.*

Growth in key foreign markets will help drive global economic recovery. Export-intensive, high growth industry sectors, such as semiconductors, medical technologies, telecommunications and clean energy technologies, provide significant opportunities for U.S. SMEs to grow revenues and create jobs by exporting. In addition, a new middle class is emerging in once-developing nations, which will increase the consumption of goods and services worldwide. More than one billion new consumers worldwide will enter the middle class during the next 15 years. According to a 2010 study by the Organization for Economic Cooperation and Development, global middle-class consumption is expected to rise from \$21 trillion to \$35 trillion by 2020, with over 80 percent of the growth in consumption occurring outside of North America and Europe.

To capitalize on the opportunities in these high-growth sectors and markets, ITA will undertake a strategic repositioning of its global footprint. The repositioning will shift staff and program resources from low priority to higher priority markets and sectors, taking into consideration the export potential and growth opportunity for U.S. companies, particularly SMEs.

While global trade continues to expand commercial opportunities for U.S. firms, economic integration and its benefits do not come without challenges. With greater interdependencies in global supply chains and the rise of cross-border issues, the global trading system and the international agreements that govern it have become more complex.

Recognizing these complexities, a key part to ITA's strategy is the negotiation, implementation, and enforcement of market-opening trade and/or investment agreements, including those in the WTO, Free Trade Agreements (FTAs), and Bilateral Investment Treaties (BITs), which are crucial vehicles for enabling America to compete freely and fairly in overseas markets. For example, 41 percent of U.S. goods exports went to FTA partner countries in 2010, with exports to those countries growing at a faster rate (23 percent) compared to exports to the rest of the world (20 percent) from 2009 to 2010. Additionally, the BITs support U.S. foreign direct investment abroad, which in turn supports exports, jobs, and research and development (R&D) at home. U.S. multinational companies exported \$595.6 billion in goods in 2008, accounting for 46.3 percent of all U.S. goods exports, and the U.S. parent companies employed 22.5 million workers. These firms also accounted for 70.3 percent of total private R&D performed in the United States in 2008.

Ensuring appropriate industry and stakeholder input in trade negotiations and policy development is another pillar that supports sound policy choices. ITA will continue to actively support trade negotiations by providing sector-specific analyses for our negotiators to ensure that the U.S. negotiating objectives address the real needs of U.S. industries competing for the global

market. Through industry advisory committees, ITA coordinates public-private sector committees that represent most sectors of the U.S. economy and provide input to trade policy negotiations and economic domestic policies that impact U.S. global competitiveness. These groups serve as communication channels for U.S. companies to express their views to U.S. negotiators on trade discussions and other policy issues. Recognizing that small and medium sized firms represent an especially robust growth sector, and that metropolitan areas play an important role in supporting U.S. export growth, the advisory committee structure is designed to ensure diversity of firm size, sector, ownership and geographic location.

As the United States competes with countries that have aggressive national programs to encourage businesses to move to or expand within their borders, ITA will lead a federal government effort to promote and support foreign direct investment into the United States. This effort complements individual U.S. states' efforts to promote investment. ITA will support prospective and current foreign investors as they seek information, counseling, and ombudsman assistance about the logistical process of making an investment in the United States.

In formulating strategies and developing policies to advance the international competitiveness of U.S. business, ITA relies on a data driven approach to identifying priority sectors and markets and assessing the probable economic impact of proposed policies and promotional programs. This requires a sophisticated institutional capacity to analyze objectively global economic and trade trends, cyclical business impacts on U.S. competitiveness, and sector-specific business intelligence. ITA analytical support for policy decisions is independent and objective. ITA industry experts and economists apply innovative analytical approaches to measuring new business models (such as global supply chains, financial services export earnings, export infrastructure value added) where established data sources may be inadequate.

Strategic Goal 2: Broaden and Deepen the U.S. Exporter Base

Key Objectives:

- *Help more U.S. small and medium-sized enterprises (SME's) become successful exporters.*
- *Create public-private partnerships.*
- *Enhance public/private partnerships and government-wide coordination of export promotion programs.*

One of the biggest challenges to U.S. economic growth today is that U.S. firms under-export. The 2010 U.S. export-to-GDP ratio in current prices was 12.7 percent, somewhat less than Japan's (15.2 percent) and dramatically below Canada (29.4 percent) and Germany (46.1 percent). Of the U.S. companies that do export, 58 percent export to only one market. A total of 269,269 SMEs exported from the United States in 2009. Although SMEs accounted for 98 percent of all identified U.S. exporters, they represented just one-third of the total known merchandise export value in 2009. This is a missed opportunity to expand their customer base to more markets abroad, especially in developing and emerging markets.

ITA's export promotion efforts will focus on helping current exporters expand to additional markets. To do so, ITA will identify the best markets for their goods and services and increase the number of opportunities for them to meet foreign buyers and complete sales transactions. The U.S. Government must continue to find innovative ways to encourage more U.S. businesses, especially SMEs, to take advantage both of improved access to foreign markets and expanding business opportunities in a growing world economy. In order for these businesses to break into

new markets, or expand their current export footprint, they need focused and tailored assistance to develop the knowledge and contacts to successfully identify and pursue international sales opportunities. We will also explore ways to increase private sector participation in ITA's export promotion and market development programs.

Furthermore, partnerships with state export resources, economic development offices, technology incubators, associations, and corporate strategic partners, such as logistics companies, banks and other similar export assistance organizations, enable ITA to leverage core strengths among the partners to accelerate international sales of infrequent exporters. Such partnerships are critical to connecting U.S. companies to public and private resources essential for increased competitiveness and profitability. ITA will expand its collaboration with these partners, through education and outreach, further leveraging these networks to reach additional SMEs.

Strategic Goal 3: Identify and Resolve Unfair Trade Practices

Key Objectives:

- *Vigorously enforce U.S. fair trade laws through impartial investigation of complaints, improved access for U.S. firms and workers, and strengthened efforts to ensure compliance with antidumping/ countervailing duty remedies to enhance the viability of U.S. industry.*
- *Identify and resolve unfair trade practices, proactively monitor and ensure compliance with trade agreements, reduce barriers for U.S. companies to sell abroad, and develop a global economic environment that fosters fair trade.*

Efforts to enhance U.S. commercial competitiveness and to maximize the potential of U.S. exporters can be thwarted by unfair and illegal practices of governments and firms abroad. U.S. firms and their workers should not have to compete against foreign public treasuries or firms that are made viable by the trade-distorting or protectionist policies of their governments. Only with a level playing field can our enterprises strengthen and develop the capacity to expand into new export markets or maintain market share. As part of the interagency trade enforcement effort to neutralize such unfair barriers and advantages, ITA will tap into and expand the full range of Commerce's legal, analytical, investigatory, trade policy and commercial expertise to provide a robust and comprehensive program of services to assist U.S. exporters and confront or head off foreign unfair trade policies, practices, barriers and protectionist measures. This includes ITA's strong enforcement of U.S. trade remedy laws (e.g., the antidumping and countervailing duty laws), and identifying and addressing foreign subsidization and unfair pricing practices that impede the competitiveness of U.S. producers, workers and exporters domestically and abroad. ITA will also intensify efforts to identify, analyze and stop evasion and circumvention of the border measures imposed to offset dumping and subsidization.

In addition, the growing number of trade remedy actions – antidumping, countervailing duty and safeguards – taken by foreign governments on U.S. exporters is growing, with over \$5 billion in U.S. exports affected in 2010. Accordingly, ITA will continue to closely monitor foreign government compliance with WTO trade remedy rules and advocate on behalf of U.S. exporters to ensure they receive transparent and fair treatment in such investigations.

Trade barriers that may not be illegal or discriminatory under international trade norms still cost American exporters billions of dollars each year in lost revenue and significantly undermine U.S. competitiveness and the creation of jobs. Each trade barrier represents a financial loss, as well as

lost opportunities for American companies to expand their production or service capabilities, hire additional workers, or pursue investment opportunities. World Bank analysis concluded that Asia-Pacific Economic Cooperation (APEC) member exporters lose as much as \$148 billion annually to restrictive trade measures. In the current global economic crisis, the elimination of government-imposed trade barriers is essential to U.S. economic growth and prosperity. Some studies indicate that trade openness has added between \$800 billion to \$1.4 trillion to the U.S. economy since World War II, amounting to between an additional \$7,000 to \$13,000 per U.S. household. Removing the rest of the trade barriers could result in an additional \$400 billion to \$1.3 trillion annually, or about \$4,000 to \$12,000 per U.S. household.

ITA also works to improve the business climate abroad by sharing best practices, facilitating technical assistance in order to improve predictability and transparency in foreign markets, and addressing trade barriers, such as inadequate protections for intellectual property rights, arbitrary regulations and standards, and corruption. ITA utilizes a broad range of approaches, including developing and leveraging bilateral and multilateral mechanisms, as well as public-private sector dialogues.

ITA leverages a number of U.S. Government resources to help companies and works with all businesses to ensure that they receive the benefits of the more than 250 trade agreements that open up foreign markets to U.S. goods and services. ITA will continue to work with our trading partners to ensure U.S. companies can take advantage of new market access opportunities as a result of the trade agreements we have negotiated.

Strategic Goal 4: Foster Excellent Relationships with Customers and Stakeholders

Key Objectives:

- *Provide streamlined services and assistance to customers through better interaction and communication utilizing partnerships, branding, and other means of stakeholder involvement.*
- *Promote information access and transparency through technology, understanding customer requirements, and creating new data products and services that deliver added value to customers.*

With advances in technology and service delivery systems in other sectors, the public's expectations of the federal government have continued to rise. As such, ITA must also keep pace with those expectations by improving our service delivery to our customers and stakeholders. ITA will learn from what is working in the private sector and other government entities, and apply these best practices to deliver services better, faster, and at lower cost.

As part of ITA's customer relationship management strategy, we will continue to implement a Customer Relationship Management (CRM) platform to allow ITA to manage and track our interactions with clients and partners. Expanding to a TPCC-wide CRM system will allow for more streamlined reporting, metrics, and trend analysis across TPCC agencies while providing better customer service to the U.S. exporting community. The platform would also allow for data exchange between bureaus, agencies, and partners. This would also improve the referral process between ITA and public/private partners.

Recognizing that most U.S. companies now seek information over the Internet, ITA will enhance our use of technology (e.g., websites, social media, and webinars) to deliver timely information

to our customers and stakeholders. ITA will develop a significantly enhanced Export.gov as the government-wide portal for U.S. companies seeking information on exporting and international business. The enhanced Export.gov will feature robust content that will deliver a personalized experience for each user. It will foster public and private online communities with robust collaboration and social media features, enabling ITA specialists to reach a greater population of current and potential exporters. This initiative also supports the White House direction to all executive agencies to take actions that assist small businesses and exporters in gaining access to information on federal programs and services. In addition, ITA is also leveraging technology to allow our customers to file all antidumping and countervailing duty submissions electronically and provide online training resources to make the transition from paper to electronic document submissions go more seamless.

Strategic Goal 5: Achieve Organizational and Management Excellence

Key Objectives:

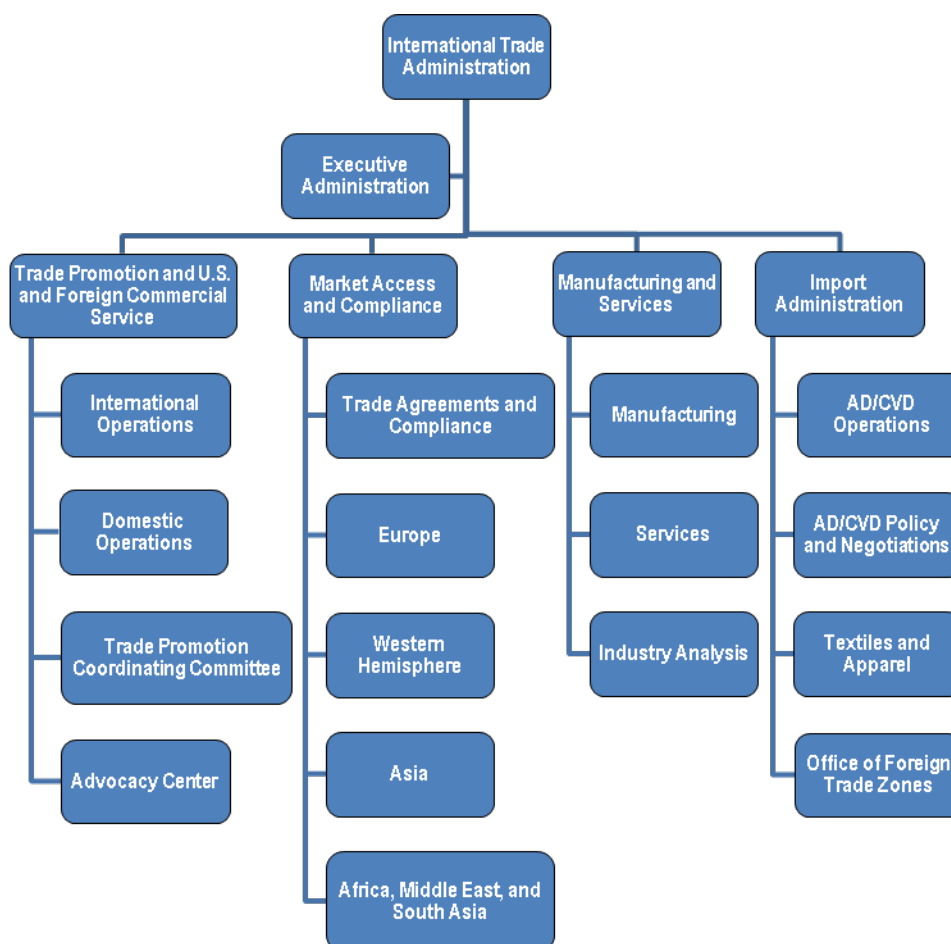
- *Recruit, develop and retain a high-performing, diverse workforce with the critical skills necessary for mission success.*
- *Strengthen financial and non-financial internal controls to maximize program efficiency, ensure compliance with statute and regulation, and prevent waste, fraud and abuse of government resources.*
- *Create an IT enterprise architecture that supports mission-critical business and programmatic requirements, including addressing cyber security threats.*

More than ever before, federal agencies are facing tighter fiscal pressures and are expected to do more with less. ITA has embraced this challenge by taking steps to operate more efficiently and effectively. On the human capital front, ITA will develop innovation approaches to recruitment, training, and retention of our employees while recognizing the realities of federal resource constraints. ITA will continue to evaluate the results of the Federal Employee Viewpoint Survey and take action, as appropriate, to improve the workplace experience for ITA employees and retain the critical skills needed among our workforce. This also includes a focus on leadership development, accountability, and succession planning. We will continue to reengineer business processes to provide our employees the tools they need to do their core jobs more efficiently. For example, ITA has taken steps to implement an e-travel system that allows official travelers to make reservations, prepare travel orders, and finalize travel vouchers. Eventually, ITA seeks to integrate this system with all stakeholders, allowing for a complete electronic solution. Furthermore, ITA will also leverage technology to allow for a more mobile and flexible workforce, while ensuring that the security of our networks are safeguarded.

APPENDIX

About the International Trade Administration A
Strategic Goals, Objectives, Performance MeasuresB

APPENDIX A: ABOUT THE INTERNATIONAL TRADE ADMINISTRATION



Established in 1980 to reflect the increased attention on trade policy and promotion, the International Trade Administration's (ITA) mission is to create prosperity by strengthening the competitiveness of U.S. industry, promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements. ITA has a dedicated workforce of almost 2,400 people in the United States and abroad to accomplish this mission. These ITA employees serve their customers and stakeholders through the five program units described below.

Trade Promotion and the U.S. and Foreign Commercial Service (Commercial Service)

The Commercial Service's mission is to promote U.S. exports, particularly by small and medium-sized businesses, and to protect U.S. business interests abroad. The Commercial Service's Commercial Officers and locally engaged staff located in priority markets worldwide, along with trade specialists across the United States help U.S. firms become more globally competitive and expand their exports. The Commercial Service focuses on growing exports to spur economic growth and positively impact domestic job creation. The Commercial Service, with its network of trade specialists in 108 offices in 48 states, and commercial experts in more than 75 countries around the world is ideally positioned to play a pivotal role in helping U.S. firms become more globally competitive, in breaking down the barriers to trade, and in facilitating the expansion of exports by U.S. firms.

Key Commercial Service products and services include:

- *Counseling* assists U.S. companies to understand foreign markets and develop export-marketing plans, including overseas product pricing, best prospects, market entry strategies, distribution channels, export financing, and access to the full range of public and private trade promotion assistance;
- *Market Intelligence*, which includes alerts about export opportunities created through international trade agreements and negotiations, and industry and market-specific research;
- *Matchmaking*, which includes identifying and introducing qualified U.S. overseas agents, distributors, and other partners with end users at market-sensitive international trade events; and business forums;
- *Interagency Coordination*, through the Trade Promotion Coordinating Committee, which includes assessing advocacy requests, providing overseas government-to-government advocacy, and supporting other trade-related agencies (e.g. Department of State, United State Trade Representative, Export-Import Bank, Overseas Private Investment Corporation, and the Trade Development Agency);
- *Advocacy for Major Projects*, which includes identifying overseas projects and procurement opportunities, alerting U.S. firms to these opportunities, and advocating on behalf of U.S. firms bidding on projects;
- *Finance*, which includes working with trade-finance agencies to help U.S. companies successfully bid on major projects, and
- *Compliance and Trade Barriers*, which includes working with ITA's market access and compliance offices and other U.S.G. agencies to identify and resolve barriers affecting U.S. companies, especially small and medium-sized businesses and to ensure foreign government compliance with international trade agreements signed with the United States.

Market Access and Compliance (MAC)

MAC's mission is to advance U.S. commercial interests and support the NEI by working to: Create a favorable business climate in foreign markets; Eliminate trade barriers; and Defend U.S. trade agreements. MAC executes this mission both by developing specific country engagement strategies that are tailored to the unique and distinctive needs of and conditions in each country or region, as well as by pursuing and overseeing a range of cross-cutting policy initiatives to preempt or address market access challenges that are either transnational in nature or that are common to many or most countries (i.e., anticorruption, intellectual property enforcement, and standards/regulatory cooperation).

MAC country and trade agreement specialists:

- Monitor foreign compliance with U.S. non-agricultural trade agreements to ensure that other governments implement and maintain their market access obligations;
- Counsel business clients on their rights in foreign markets under international trade agreements;
- Identify, analyze and overcome foreign barriers to U.S. exports;
- Initiate and resolve market access and compliance investigations on behalf of U.S. industry;
- Develop and implement capacity building programs to help improve the business climate in key foreign markets;
- Develop and make available through web portals information tools to assist U.S. companies, and particularly SMEs, in building their capacity to protect and enforce their intellectual property rights;

- Pursue bilateral or regional commercial dialogues with foreign governments and business communities to advance market openness and non-discriminatory trade policies that benefit U.S. exports and investment; and
- Collaborate with the U.S. Trade Representative (USTR) and other agencies to negotiate trade agreements and coordinate strategies to overcome trade barriers and enforce agreements once they are implemented.

Manufacturing and Services (MAS)

MAS' mission is to advance the international competitiveness of U.S. industries by leveraging its in-depth sector and analytical expertise in the development and execution of trade policy and promotion strategies to increase exports.

MAS promotes export competitiveness of U.S. industry, working hand-in-hand with the private sector; federal, state, and local governments; and international organizations. MAS industry experts and economists perform strategic research and analysis in order to develop sector specific strategies for increasing U.S. exports, shaping and implementing trade policy, and supporting President Obama's goal of doubling U.S. exports and increasing domestic employment.

MAS leads activities to promote international competitiveness of U.S. industries that:

- Strengthens U.S. industry's export competitiveness through critical analysis of economic trade data, domestic regulations, legislation, trade policy development, and negotiations that could impact the ability of U.S. goods and service providers to access overseas markets.
- Facilitates U.S. industry input into the interagency trade policy, and trade promotion activities.
- Directs, through the involvement of a wide cross-section of the organization, a dynamic public-private partnership program of matching funding and market development programs for industry that leverages the resources of non-profit organizations and expands U.S. goods and services exports.
- Analyzes trade data and economic policy to support trade negotiations and bilateral and multilateral discussions that will improve overseas market access for U.S. goods and service providers.
- Creates a forum for engagement fostering coordination and cooperation among federal, state, and local governments and the U.S. private sector on U.S. trade policies and programs that support export growth.
- Produces in-depth statistical reports, fact sheets, and briefings in economic factors and policy issues affecting U.S. industries. MAS statistical data sets are not replicable by private sector trade associations or by private firms. Federal agencies, Congress, and international organizations rely on these statistics-based tools, as do American businesses, state and local governments, and news organizations.

MAS administers programs to encourage small- and medium-sized exporters to pursue access to global markets, such as the Market Development Cooperator Program (MDCP) and Export Trading Company Program. MAS works closely with the private sector to address standards and certification issues that limit U.S. exports. MAS works collaboratively within the Department of Commerce (DOC) and across the Federal government to identify key U.S. Government players in high potential export sectors and to facilitate comprehensive export expansion strategies in

these sectors. MAS serves as the primary federal liaison between industry and the U.S. Government on industry-specific trade issues.

Import Administration (IA)

IA's mission is to take prompt and aggressive action against unfair foreign trade practices by enforcing the U.S. trade laws and trade agreements negotiated to address trade-distorting practices. The Antidumping (AD) and Countervailing Duty (CVD) Operations unit enhances uniformity and consistency in the application of the U.S. trade laws. It conducts AD and CVD investigations, administrative reviews, new shipper reviews, sunset reviews, changed circumstances reviews, and scope and anti-circumvention inquiries within statutory and/or regulatory time limits. The unit also works closely with U.S. Customs and Border Protection (CBP), the Department of Justice (DOJ), and other agencies to identify and counter evasion of AD and CVD duties.

The AD/CVD Policy and Negotiations unit oversees a variety of programs and policies regarding the administration of the AD/CVD laws. This includes:

- Policy support for AD/CVD cases;
- Negotiation and administration of all suspension agreements and other bilateral agreements related to AD/CVD cases;
- Analysis and support of cost accounting and financial analysis matters in AD/CVD cases;
- Negotiation of trade remedy disciplines in the ongoing World Trade Organization (WTO) Rules negotiations and in other trade negotiations, such as FTA negotiations;
- Involvement in broader policy and enforcement issues regarding unfair trade matters, including unfair subsidies; and
- Preserving and improving access to export markets for U.S. companies facing foreign AD, CVD and safeguard investigations.

The Textiles and Apparel Office administers and enforces agreements and preference programs concerning textile, apparel, footwear and travel goods industries and works to ensure fair trade and a level playing field for these industries to enhance their competitiveness in international markets. Additionally, the Office has an active export promotion program that assists small- and medium-sized U.S. textile and apparel firms develop and expand their export markets helping job retention and creation in this and related sectors.

The Foreign Trade Zones (FTZ) Program Office serves as the operational arm of the FTZ Board, an interagency body chaired by the Secretary of Commerce, and helps to encourage activity and value-added at U.S. facilities in competition with foreign alternatives by allowing delayed or reduced duty payments on foreign merchandise, as well as other savings.

Executive Direction and Administration

The Executive Direction and Administration (ExAd) unit's mission is to achieve U.S. trade expansion and economic growth through executive leadership; well-conceived policy guidance; and efficient and effective management of ITA resources.

The ExAd is organized into the following three main units that support the management and corporate services:

- Executive Direction includes the Office of the Under Secretary (OUS), Office of the Deputy Under Secretary (ODUS), Office of Legislative and Intergovernmental Affairs (OLIA), and

the Office of Public Affairs (OPA). This unit plans, determines, and coordinates policy; directs programmatic activities; and is responsible for all administrative processes of ITA.

- The Chief Financial Officer and Director of Administration oversees the agency's budget, financial requirements and human capital resources; manages operational programs; and measures program performance to ensure ITA's success in achieving its strategic goals.
- OCIO provides centralized strategic and operational management of information technology (IT) resources; maximizes information control and IT security on a global basis; and oversees platform standardization, training and life cycle management.

APPENDIX B: STRATEGIC GOALS, OBJECTIVES, & PERFORMANCE MEASURES

To achieve ITA's vision and mission, the organization has established six strategic goals and defined specific supporting objectives. ITA's performance measures provide clear markers to manage progress towards meeting ITA's goals and objectives.

Goal I: Advance U.S. Commercial and Strategic Interests in International Markets

Objectives	Performance Measures
Increase U.S. export value and improve the global competitiveness of U.S. companies through an emphasis on trade promotion, market access, compliance and interagency collaboration (including support for small and medium enterprises) (Supports DOC Objective #9)	<ul style="list-style-type: none"> • Total dollar value of export successes (Balanced Scorecard measure) • Percent of FTZ Board authorizations completed in advance of regulatory timeframes (Balanced Scorecard measure) • Exports generated from export trading companies (Balanced Scorecard measure) • Number of Firms Assisted by Commercial Service (FY 2012 budget) • Number of new markets U.S. exporters successfully enter with Commercial Services assistance (FY 2012 budget) • Annual exports generated by Market Development Cooperator Program (MDCP)
Advance and support U.S. commercial interests abroad and ensure U.S. companies can compete on a level playing field when bidding for foreign government procurements (Supports DOC Objective # 9)	<ul style="list-style-type: none"> • Dollar value of U.S. export content in advocacy cases won (Balanced Scorecard measure, (FY 2012 budget, FY 2013 budget, GPRA) • Number of commercial diplomacy successes (annual) (FY 2012 budget , FY 2013 budget, GPRA)
Produce trade and industry analysis to enhance competitiveness of U.S. industries in global markets.	<ul style="list-style-type: none"> • Annual cost savings resulting from the adoption of MAS recommendations contained in MAS studies and analysis (FY 2012 budget ,FY 2013 budget, GPRA)

Goal II: Broaden and Deepen the U.S. Exporter Base

Objectives	Performance Measures
Help more U.S. small and medium-sized enterprises (SME's) become successful exporters (Supports DOC Objective #9)	<ul style="list-style-type: none"> • Increase the annual number of SMEs the International Trade Administration successfully assists in exporting to a 2nd or additional country (Balanced Scorecard Measure)

Objectives	Performance Measures
	<ul style="list-style-type: none"> Annual number of SMEs US&FCS assists in exporting to a second or additional country (FY 2012, FY 2013, GPRA)
Create Public-Private partnerships (Supports DOC Objective #8)	<ul style="list-style-type: none"> Exports generated annually from public/private partnerships (Balanced Scorecard measure, FY 2012 budget, FY 2013 budget, GPRA)
Enhance public/private partnerships and government-wide coordination of export promotion programs (Supports DOC Objective#9)	<ul style="list-style-type: none"> Number of average monthly visitors to Export.gov

Goal III: Identify and Resolve Unfair Trade Practices

Objectives	Performance Measures
Vigorously enforce U.S. fair trade laws through impartial investigation of complaints, improved access for U.S. firms and workers, and strengthened efforts to ensure compliance with Antidumping/ Countervailing Duty remedies to enhance the viability of U.S. industry. (DOC Objective #12)	<ul style="list-style-type: none"> Percent of AD/CVD petition counseling involving SMEs (Balanced Scorecard measure) Percent of AD and CVD decisions overturned by U.S. Courts.
Identify and resolve unfair trade practices, proactively monitor and ensure compliance with trade agreements, reduce barriers for U.S. companies to sell abroad, and develop a global economic environment that fosters fair trade (Supports DOC Objective #12)	<ul style="list-style-type: none"> Percent of compliance and market access cases resolved successfully (Balanced Scorecard measure) Percent of industry-specific trade barriers (addressed) that were removed or prevented (Balanced Scorecard measure, FY 2012 budget, FY 2013 budget, GPRA) Percent of identified Unfair Trade Practices (UTPs) affecting U.S. parties addressed through informal/formal intervention or dispute settlement (Balanced Scorecard measure, FY 2012 budget, FY 2013 budget, GPRA)

Goal IV: Foster Excellent Relationships with Customers and Stakeholders

Objective	Performance Measures
Provide streamlined services and assistance to customers through better interaction and communication utilizing partnerships, branding, and other means of stakeholder involvement (Supports DOC	<ul style="list-style-type: none"> Percentage of Clients that are Highly Likely to Recommend CS (Balanced Scorecard measure, FY 2013 budget, GPRA)

Objective	Performance Measures
Objective #19)	
Promote information access and transparency through technology, understanding customer requirements, and creating new data products and services that deliver added value to customers (DOC Objective #20)	<ul style="list-style-type: none"> • Percentage of clients highly likely to recommend Export.gov • Percentage of Export.gov visitors that obtained the information they sought • Percentage of clients that rated the usability of Export.gov as very good or excellent

Goal V: Achieve Organizational and Management Excellence

Objectives	Performance Measures
Recruit, develop and retain a high-performing, diverse workforce with the critical skills necessary for mission success (DOC Objective #25)	<ul style="list-style-type: none"> • Percent of the 80-day hiring model deadlines within the bureaus span of control that are met (Balanced Scorecard measure, FY 2013 budget)
Strengthen financial and non-financial internal controls to maximize program efficiency, ensure compliance with statute and regulation, and prevent waste, fraud and abuse of government resources (DOC Objective #22)	<ul style="list-style-type: none"> • Clean audit opinion (Balanced Scorecard measure, FY 2012 budget, FY 2013 budget) • Implements, documents and assesses effectiveness of internal controls as prescribed in OMB Circular A-123 (Balanced Scorecard measure)
Create an IT enterprise architecture that supports mission-critical business and programmatic requirements, including addressing cyber security threats (DOC Objective #24)	<ul style="list-style-type: none"> • Number of IT standards adopted (Balanced Scorecard measure) • Amount of commodity IT savings (Balanced Scorecard measure) • Amount of control reductions (Balanced Scorecard measure) • Percent of systems in production with valid Authority to Operate (Balanced Scorecard measure, FY 2012 budget, FY 2013 budget) • Percent of Plan of Action and Milestones closed on time (Balanced Scorecard measure) • Percentage of High/Moderate impact systems with “top 5” security controls implemented (Balanced Scorecard measure)