

POSITION ANNOUNCEMENT
CHIEF INTERNATIONAL OFFICER

(DIRECTOR OF INTERNATIONAL PROGRAMS)



RECRUITMENT BEGAN
AT THE ANNUAL AIEA CONFERENCE
ATLANTA, GA, FEBRUARY 22-25, 2009, AND IS NOW CONTINUING

THE UNIVERSITY IS BEING ASSISTED IN THIS SEARCH BY
TOM WYLY AND EARL KELLOGG OF

STRATEGIC CONSULTING
THE WYLY/KELLOGG INTERNATIONAL GROUP

FOR MORE INFORMATION OR TO ARRANGE A CONFIDENTIAL DISCUSSION,

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I. ABOUT THE UNIVERSITY

Founded in 1946 and located on an attractive campus of 167 acres in Hammond, Indiana, Purdue University Calumet is a public, comprehensive institution in the land grant tradition, and a vital part of the Purdue University system. The institution is located in Lake County, the second most populous county in Indiana, in an urban setting, and is within easy commuting distance of Chicago. Calumet is a regional campus of the Purdue University system, and the leading post-secondary institution in the region. The University offers instruction in over one hundred fields of study, awarding Associate, Baccalaureate, and Masters degrees, and a wide variety of certificate and post-baccalaureate programs. There are six Schools: Liberal Arts and Social Sciences; Education; Engineering, Mathematics, and Science; Management; Nursing; and Technology. The University also sponsors a number of specialized centers, which pursue advanced work on such topics as Energy; Water; Science and Technology in Education; Evidence-Based Nursing Practice; Entrepreneurship; Women and Minorities in Construction; and other subjects. Calumet is also one of only a few universities to require an experiential learning component of every student in every degree program.

As a land grant institution, Purdue University Calumet is a cornerstone partner in regional development and has a special concern for contributing to the well being of the state of Indiana. The University actively seeks, for example, to promote growth in the four targeted areas of *advanced manufacturing, logistics, computing technology, and the life sciences*. It also strives to serve a very diverse student population, 85% of whom come from Indiana itself. About half of the institution's 9,000 students are traditionally aged, and half older. Sixty-two percent of the student population is full-time. Sixty-four percent are first generation students. Approximately 80% work 20 hours or more per week, and 55% work 31 hours or more. About one-third of the institution's students are members of minority groups; further, more Hispanic students are enrolled at Purdue University Calumet than at any other post-secondary institution in Indiana. Approximately 57% of students are women. There are approximately 1,020 graduate students, about 80% of them attending part-time. In a difficult economy, student interest in the University's programs continues to grow, as students and employers recognize the value of a Calumet education for beginning and advancing careers. Over its history, the University has awarded nearly 41,000 degrees.

The University's management team is led by Chancellor Howard Cohen, who holds a Ph.D. in Philosophy from Harvard University, and who has also served in leadership roles at a number of other public institutions (UMass Boston, and University of Wisconsin at Parkside and at Green Bay). The Vice Chancellor for Academic Affairs is Ralph Rogers, who holds a Ph.D. degree in Systems Engineering from the University of Virginia, and who previously served as founding Dean of the College of Technology and Computer Science at East Carolina University. Earlier in his career, Dr. Rogers held faculty and senior administrative appointments at Old Dominion University, the University of Central Florida, and Ohio University. Both Chancellor Cohen and Vice Chancellor Rogers are determined, as are the University's other Vice Chancellors and School Deans, to strengthen the international dimension of teaching, research, and public service throughout the institution, as essential ingredients of both academic excellence and service to the region and the state.

II. INTERNATIONAL EDUCATION AT PURDUE UNIVERSITY CALUMET: STRENGTHS, OPPORTUNITIES, AND THE ROLE OF THE DIRECTOR

As the University's chief international officer, the Director of International Programs reports directly to the Vice Chancellor for Academic Affairs. He or she oversees the activities of the *Office of International Programs*, which currently includes Study Abroad, International Partnerships, the International Mentoring Program, and International Student and Scholar Services, and which will likely be expanded under a new Director to include greater responsibility for International Admissions and ESL programs. The Director also serves with the Vice Chancellors and School Deans as a member of the University's *Academic Leadership Team*, and provides vision, guidance, and practical advice regarding international undertakings throughout the campus.

The new Director will find a variety of genuine strengths in international affairs at Calumet, but also that international initiatives are not always leveraged or coordinated to achieve maximum synergy and institutional impact. Promoting such interconnectedness will be one key priority for the new Director, perhaps with a particular focus on opportunities to develop educational and research programs pertinent to the University's distinctive urban character and grant mission. He or she will also discover a faculty and staff who are unusually collegial in planning and decision-making, and eager to collaborate with a new chief international officer in defining and achieving new strategic goals for international affairs.

While international concerns are fairly well represented in the institution's *2008-2014 Strategic Plan*, the new Director will have ample opportunity to bring his or her own vision to bear in integrating international pursuits more fully into the University's academic and cultural agenda. The University seeks an individual, then, capable of providing, on the one hand, intellectual leadership and academic vision, and on the other a higher level of professional knowledge and broader operational expertise regarding international education than generally exists among other staff and faculty on campus. The campus community feels the need to appoint to this role someone with dependable expert knowledge, which he or she can also impart to others, regarding matters such as developing new programs and partnerships, negotiating agreements, creating and administering workable budgets, complying with governmental regulations, attending to practical matters like security and safety, and assuring appropriate assessment and accountability. In sum, Calumet seeks a broadly capable leader who combines an informed appreciation of the educational importance of the international dimension with a good deal of practical know-how.

In these respects, the individual appointed will also serve as a guide and mentor to others at Calumet: to the staff of the Office of International Programs, to faculty and Deans seeking to create new initiatives and to strengthen and leverage existing ones, and to other senior administrators who are eager to support international programs, such as the members of the Business office, the Advancement staff, the Enrollment Services and Marketing team, and Student Affairs personnel, all of whom have important parts to play in advancing international education at Calumet. At the same time, the new Director, as on any campus, will need to recognize the central responsibility of faculty for the content and direction of academic programs.

Currently the University enrolls about 500 international students, and it ambitiously seeks to double this figure, and to diversify the countries providing students to the University, within approximately five years. About 300 of these students are full-time undergraduates. The University also wishes to increase significantly the proportion of American students who study abroad, a particular challenge given the work commitments of many students, and the highly

structured nature of some curricula, e.g., Engineering. Promoting student mobility will form another principal responsibility for the new Director.

Among the particular institutional strengths, attractions, and special opportunities offered by this appointment are the following:

- (i) an institution with a distinctive and very worthwhile land grant mission, enthusiastically supported by the University's leadership and its faculty;
- (ii) an institution of a comfortable, manageable size, with a strong history of collegial, cooperative, and effective governance;
- (iii) a physically attractive institution in a safe and pleasant environment, which also offers ready access to Chicago, either by car or a short, convenient train ride;
- (iv) institutional leadership committed to elevating comprehensively the importance of international affairs as an essential ingredient of both academic excellence and service to the region, encompassing instruction, research, service, and engagement, especially concerning areas identified as having particular importance to the Calumet region's economic development, and the University's distinguishing urban nature;
- (v) an opportunity to reconsider the supporting infrastructure for international affairs, including the organization of the International Programs Office, approaches to international student recruitment, and to the expansion of highly successful existing programs, e.g., English as a Second Language, and to mentor a highly competent and dedicated professional and support staff;
- (vi) a campus very ready to support a new chief international officer who will introduce new ideas and approaches, and who will enhance the effectiveness of other staff and faculty through the sharing his or her professional expertise and operational know-how across a broad range of international undertakings, and through a collegial willingness to mentor, advise, and assist others;
- (vii) an opportunity to collaborate appropriately with Deans and faculty regarding the international dimension of curricular issues, including the core curriculum, honors programs, experiential learning opportunities, service learning, and crafting a distinctive Purdue University Calumet ideal of "global competence;"
- (viii) an opportunity to help incorporate international education concerns into the University's program of faculty and staff professional development;
- (ix) an opportunity to capitalize on the rich ethnic diversity of the larger surrounding community, which has a long history of welcoming many different immigrant groups;
- (x) an opportunity to engage the University's substantial minority student population, and to build creative bridges between domestic minority and international student groups;
- (xi) an opportunity to work with Student Affairs staff to create a truly welcoming and supporting international campus culture;

- (xii) an opportunity to engage the University's principal external stakeholders in the planning and conceptualization of international undertakings, recognizing that the region's major industries are highly connected to the global economy, and dependent on the educational programs and services the University provides;
- (xiii) an opportunity to engage corporations and NGOs, both in the US and abroad;
- (xiv) an opportunity to capitalize on the experience and connections of a highly diverse faculty, approximately one quarter of whom were born in other countries (most now enjoying permanent US resident status);
- (xv) an opportunity to create a new mission for an international advisory board that will support the Director of International Programs and the University in its varied international initiatives;
- (xvi) an opportunity to work with the Advancement office to raise funds for international undertakings, and with Alumni Relations to inaugurate a program of international alumni affairs; and
- (xvii) an opportunity to forge new relationships with other Purdue campuses regarding international endeavors—including the main campus in West Lafayette, the regional campus in Westville, and the Colleges of Technology in Columbus, Greensburg, Anderson, and Muncie; and to create a leadership role for Calumet in forging new inter-campus collaborations and synergies

III. REQUIRED AND PREFERRED QUALIFICATIONS

- (i) an understanding of the role of a regional, comprehensive, urban, public university in the land grant tradition in contributing creatively to the region's and state's economic development and social well-being;
- (ii) a personal vision of the place of the international dimension in the mission, teaching and research programs, and cultural life of such an institution, particularly as these reflect the institution's urban setting and character;
- (iii) an entrepreneurial and performance-oriented approach that constantly strives to improve existing programs, and to identify needs and opportunities for new initiatives;
- (iv) a high level of professional expertise and operational competence in at least several key areas of responsibility of the position, e.g., study abroad and international student recruitment, and demonstrable levels of knowledge about other significant responsibilities; also, a commitment to continuing one's own professional growth;
- (v) the ability to collaborate effectively with faculty and staff on campus and with external stakeholders; a genuine interest in the individual academic and personal development of students; and a capacity to lead, to inspire others, to promote cooperation, and to guide teams toward high level aspirational goals;

- (vi) an interest in mentoring others, and also in learning from them, and successful supervisory experience;
- (vii) an ability to provide leadership and direction to recruitment and marketing efforts, and to the creation of collaborative programs of different kinds with international partners;
- (viii) a knowledge of leading trends and developments in international education, and active participation in the international higher education community;
- (ix) an interest in joining in fund raising, international alumni relations, and other external relations efforts;
- (x) sufficient financial experience to manage a \$1.5 million operating budget for international and ESL programs, and to assure that new ventures are developed and budgeted for in a financially responsible way;
- (xi) the ability to represent the University professionally and effectively with external groups, including Indiana and Lake County businesses, federal and state government officials, other academic institutions, American and international, and not-for-profit organizations;
- (xii) superior communication skills—in writing, speaking, and listening, and preferably fluency in a second foreign language;
- (xiii) sufficient educational attainment to command the respect of faculty and other educational leaders at Calumet and at other institutions, with a Masters degree required and a doctoral degree preferred; and
- (xiv) an interest and ability to travel, in the United States and abroad, approximately 25% of the time.

IV. ADDITIONAL INFORMATION AND APPLICATION PROCEDURES

The University believes a minimum of five years professional experience in international education, at academic institutions and/or other educationally oriented environments, is necessary for performing the duties required. Calumet will consider providing an opportunity for qualified candidates to teach in an appropriate academic department, if interested. The University is committed to equal opportunity, and women and minorities are encouraged to apply. Compensation is competitive, and the benefits package generous, including a 15% institutional contribution to TIAA/CREF beginning immediately upon appointment. *Please apply online, with assurance of strictest confidence, and preferably by April 17, 2009, at www.calumet.purdue.edu/hr/employment: select “Staff Positions,” and then “Director of International Programs.”* Please include: (i) a cover letter describing your experience in the context of the responsibilities of the position, and (ii) a current c.v. Nominations are also invited. **Confidential inquiries and nominations may also be addressed to the University’s consultants, Tom Wyly and Earl Kellogg of *STRATEGIC CONSULTING: THE WYLY / KELLOGG INTERNATIONAL GROUP*, at the contact information provided above.**

*Purdue University Calumet is an Equal Access/Equal Opportunity/Affirmative Action Employer
Fully Committed to a Diverse Workplace*