



Leaders in International Higher Education

## 2021 ANNUAL CONFERENCE

*Leading Internationalization in  
a New Era: Collaborating for  
Global Solutions*

# Leadership & Career Development Strategies for International Education Professionals

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# The Role of the SIO

## SIO

- a) Strategy Development
  - b) Operationalization and Admin Oversight
  - c) Networking and Relationship Management inside and outside the University
- Three dimensions that can mutually enhance each other
  - Rarely united in ONE position

# International Perspectives on the SIO Role

- ❖ **UK and AUS:** Operationalization separated out from Strategy Development and Networking
- ❖ **Germany:** Two positions, VP International and Director of International Department almost always separated, often with only tenuous integration. VP International lack expertise, Directors lack authority
- ❖ **USA:** Education Abroad focus because of “academic” role
- ❖ **Canada:** All three dimensions, but different from institution, with much more limited role in some universities

# Moving between Countries

- ❖ Carefully assessing job definition: How does that fit your profile?
- ❖ How do I get there?
  - Active participation in conference and professional associations also relevant beyond home country
  - Need to build network and understanding of institutional culture
  - Hurdles from immigration law, pension systems, health care, opportunities for partners and children
  - Search agents

# **SIO as Role Model in University Management**

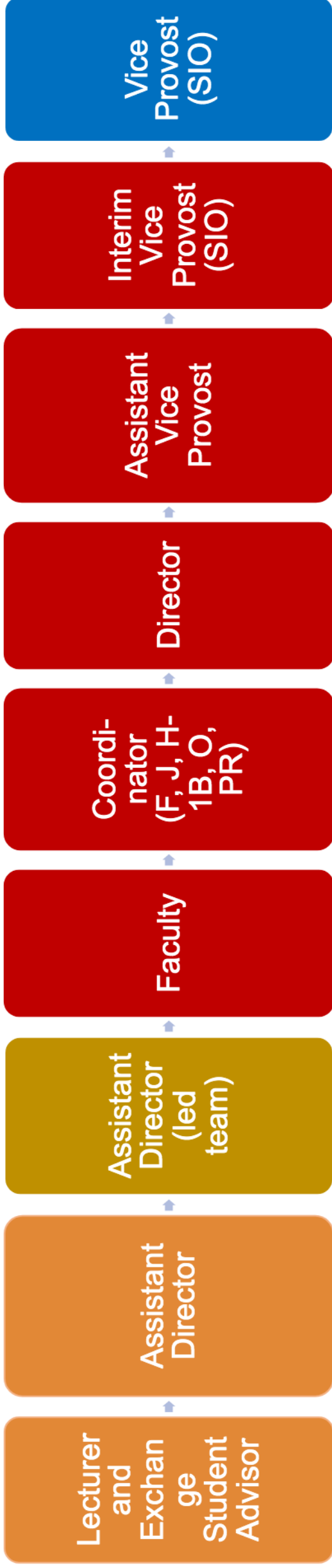
- ❖ Moving from the periphery to the institutional centre
- ❖ Moving from a specialist to a generalist



# Considerations in Leadership Journey

- What is your long-term goal?
- Assess current position
- Is there upward mobility?
- What sort of new position are you seeking?
- Why?
- What type of institution?

# Leadership journey to SIO



# **Growing Professionally by Staying in Place**

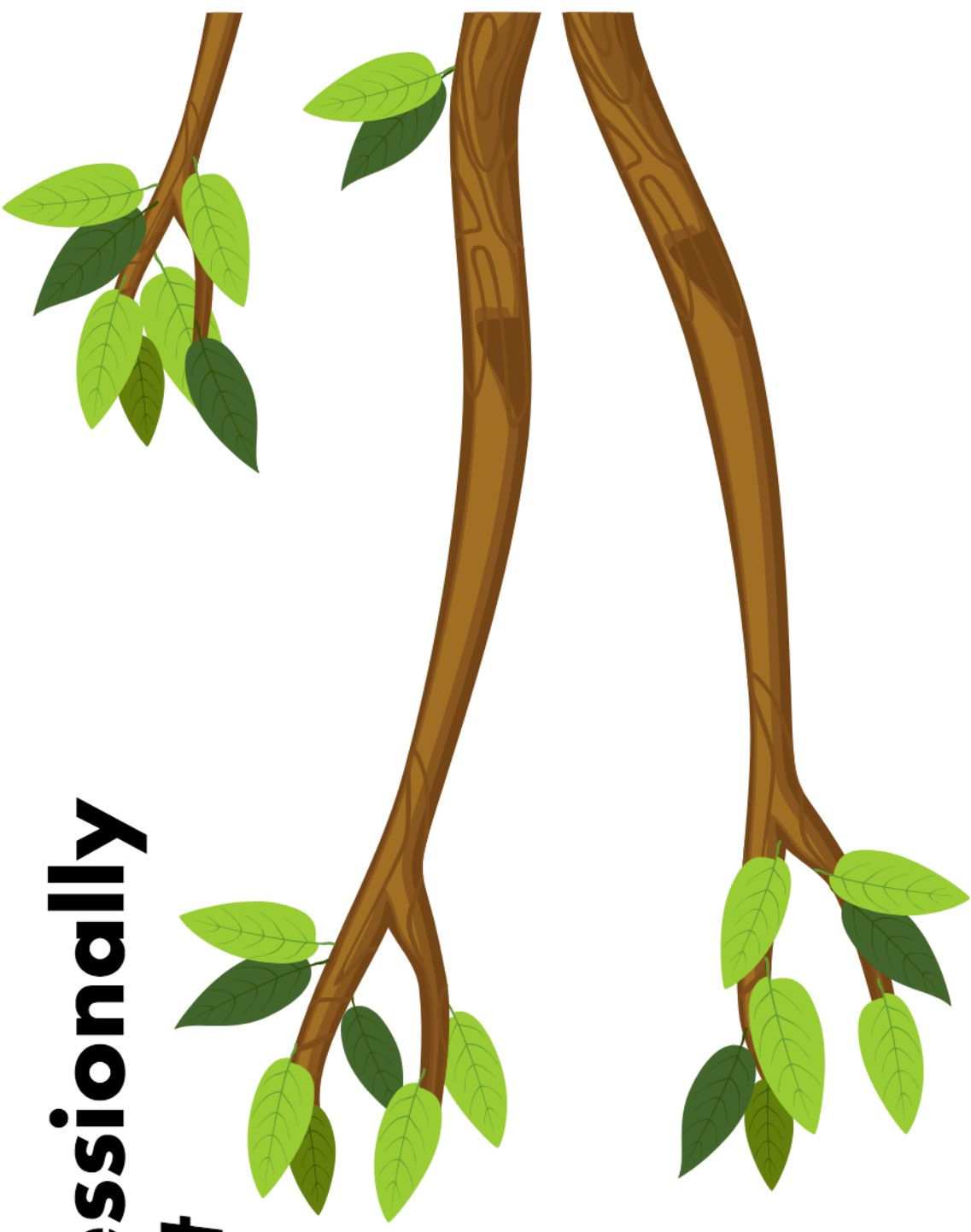


- Director of Global Programs and Partnerships, Rutgers Global (2015-present)
- Associate Director, Tyler Clementi Center (2013-2015)
- Coordinator of Asian American Studies Programming, Department of American Studies (2009-2015)
- Director of Alumni and Public Relations, Department of English (2003-2009)
- Graduate Student, Department of English (1997-2009)



# **Growing Professionally by Branching Out**

- **Grow your professional network**
- **Volunteer in the profession**
- **Mentor a new professional**
- **Identify and search out mentors**
- **Present at conferences**
- **Publish in the field**
- **Learn new skills and competencies**
- **Be more active on LinkedIn**



# Perspectives & Opportunities

- A Professor Emeritus, former SIO, university consortium leader and consultant who has analyzed dozens of IE programs in universities.
- SIO position great job – creative, entrepreneurial, pioneering
- Different Career paths
  - Faculty > SIO
  - IE staff/leader > SIO
  - Int'l org, consultant > SIO
  - But, what next after SIO?

# Prepare to Build a Strong Resume

- If not university employed, get some university experience
- If not led big organizations,
  - Management training – personnel and financial
  - Leadership training – mentors, AIEA committees, National HE international groups
- Critical skill – how to effect institutional wide change, see org change literature in attachment

# Analyze Opportunities

- Seek search firm assistance - why?
  - Two broad categories of SIO responsibilities
    - Strategic SIO leader
    - SIO IE service leader
- Summing up