Characterizing the SIO career landscape: Insights from discussions with SIOs

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Session Outline

1. Welcome and introductions (5 minutes)
2. Large group presentation (30 minutes)
3. Activity (5 minutes)
4. Large group discussion (30 minutes)
5. Conclusion (5 minutes)
Session Objectives

- Learn about the challenges and opportunities new SIO’s face in their career transition
- Understand effective SIO leadership qualities
- Identify your own SIO leadership strengths and areas to improve
- Identify new approaches for successful campus internationalization
Introduction of panelists

- Lisa Hauck, Director of Global Outreach at North Dakota State University
- Leigh Neys, Director of International Programs and Services, University of Minnesota Duluth
- Kim Riordan, Chief International Officer & Associate Vice Chancellor, University of Minnesota Duluth
Presentation overview

• Thematic areas:
  – Transition to the SIO position from administration or faculty role
  – Role of SIO within the university
  – SIO leadership from theory to practice
Transition to SIO role

• Lessons learned in transition from faculty member to administrator—and the role of Chief International Officer
• Crossing to the dark side--Administration is a different paradigm in the university
• Know who your stakeholders are and include them in everything
• Seriously...
Transition to SIO role

• No faculty buy-in? No international programming
• Strategies:
  • Faculty members – institutional self-study
  • Faculty members - Advisory Councils
  • Faculty members – standing/ad hoc committees
  • Identify Faculty Champions
  • Create a Faculty Fellow model
Transition to SIO role

• You CAN NOT make everyone happy
• You CAN NOT meet every need
• You CAN NOT do this alone
• Seriously…
Role of SIO within the university

- SIO Landscape
- Roles within SIO role (what SIO’s do)
- Challenges for SIO’s
SIO Landscape

• Broad versus institutional perspective
  – The big picture
  – Role of institutional culture and climate

• Ideal versus reality
  – Resources, influence, support

• Mission versus work
  – Driving the conversation
  – Implementing processes
Roles within role (what SIO’s do)

• Communicate the vision
  – Storytelling and advocacy

• Build relationships
  – Most critical

• Facilitate and nurture collaboration
  – SIO often best able to connect the dots

• Manage expectations
  – There will be many
Challenges within SIO Role

- Level of institutional support
- Leadership and internal organizational changes
- Sheer scope of international
SIO leadership from theory to practice

• Theories of leadership in international education
• Summary of SIO leadership studies
• Case study on effective SIO leadership qualities
Theories of leadership in international education

• Extensive research is available about the process and implementation of campus internationalization, but few studies to date have been conducted examining the leadership attributes of senior international officers and their role in the internationalization process.
• SIO’s are senior leaders on campus with direct responsibility for internationalizing the campus.
• Senior International Officer (SIO): An individual at the highest level of institutional leadership who leads the university’s efforts to internationalize the broad scope of the institution’s programs and activities (adapted from Desoff, 2010).
SIO Studies

• Who are the SIOs?
• Hoemeke et al. (2006) suggest the average SIO is:
  – “...probably a white male with at least some gray hair. He has been involved with higher education more than twenty years, but has worked as a CIEA for only ten or fewer years. He has earned a doctoral degree in and holds academic rank at the associate professor or professor level. He most likely has studied the humanities or social sciences, with some likelihood that he changed to education for the terminal degree.” (p. 17)
Select demographic characteristics

• Gender
  – Male 60%
  – Female 40%

• Avg. number of years working at institution: 16.4
• Avg. number of years working as CIO: 9.1
• Avg. number of years working in higher education: 26.9
• Percentage of CIOs with doctoral degrees: 70%
Transformational leadership

- Transformational leadership (Bass and Avolio, 2000) factors:
  1. Idealized attributes
  2. Idealized behaviors
  3. Inspirational motivation
  4. Intellectual stimulation
  5. Individualized consideration

- A review of relevant literature supports the theory that transformational leaders are more successful in enhancing organizational effectiveness.
Five practices of exemplary leadership

• Five practices of exemplary leadership (Kouzes and Posner, 2000):
  1. Challenge the process
  2. Inspiring a shared vision
  3. Enabling others to act
  4. Modeling the way
  5. Encouraging the heart

• The model is supported by organizations worldwide as a training and diagnostic tool for effective leadership.
Model of Effective Leadership Attributes of Senior International Officers

• Considering the similarities of the two theoretical models and extrapolating the overlapping leadership factors, a model of effective leadership attributes is established.

• The five attributes identified in the Model of Effective Leadership Attributes of Senior International Officers are:
  1. Collaboration
  2. Trust
  3. Passion
  4. Challenge
  5. Support
Activity – Pair and Share

• What are your leadership strengths?
• What are your areas of weakness?
Large group discussion

• What successes have you had in your role as SIO and what has attributed to those successes?
• What challenges remain in your role as SIO?
• What are some best practices for your work as SIO?
Conclusion

• Thank you for participating!

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