



The Spelman & Johnson Group

Position Specification

**Northeastern University
Boston, Massachusetts**

Director of International Student and Scholar Institute

NORTHEASTERN UNIVERSITY: AN OVERVIEW

Transformation and Momentum

Founded in 1898, Northeastern University is a private research university located in the heart of Boston and a leader in interdisciplinary research, urban engagement and the integration of classroom learning with real-world experience. *U.S. News & World Report* ranks Northeastern's signature cooperative education program, one of the largest and most innovative in the world and celebrating its centennial year, among the best in the nation. Northeastern offers a comprehensive range of undergraduate and graduate programs leading to degrees through the doctorate level in six undergraduate colleges, eight graduate schools, and two part-time divisions.

In the past decade the university has embarked upon a campaign of transformation, evolving the campus to a residential community situated in an urban oasis. Change began with new residence halls, interactive classroom buildings, state-of-the-art recreation centers and world-class research centers. Today, Northeastern's residential campus boasts 12 residence halls including the latest addition to campus, International Village, which connects Northeastern to its global neighbors through technology, programming and the campus's first Faculty In-Residence.

Joseph E. Aoun was inaugurated as Northeastern's seventh president in 2007. He has brought great vision and focus to building Northeastern's intellectual infrastructure, including adding some of higher education's finest faculty to Northeastern's ranks has resulted in tremendous advancements in the research arena and new partnerships and programs that emphasize our global commitment. The university will continue an aggressive faculty recruitment plan, enhancing Northeastern's talented faculty over the next five years. Building on Northeastern's traditional strengths – cooperative education and study in the professions, with a foundation of study in the liberal arts and science – Northeastern has created a distinctive educational model that integrates real-world experience and classroom study. Today, Northeastern's reach has extended beyond Boston – with students pursuing co-op and other experiential learning opportunities around the world – from Boston to Beijing, from New York to Nairobi. Northeastern students live, learn and work in 98 countries and 52 cities around the world.

As Northeastern looks towards the second century of co-op, it builds on a strong foundation of over 2,000 businesses, nonprofit institutions and government agencies in the United States and abroad to empower Northeastern students to chart the best path to achieve their personal and professional goals. Northeastern students credit co-op and experiential learning for their success – more than 90 percent of them are either employed or enrolled in graduate school within twelve months of graduation.

Mission

Northeastern University educates students for a life of fulfillment and accomplishment, while creating knowledge that meets global and societal needs. Northeastern offers students a transformative experience, grounded in experiential learning that ignites their passion for learning while opening up for them the endless possibilities around them. Northeastern assists students in becoming engaged citizens of the world, confident and resourceful people who realize that their knowledge and action can have positive consequences for their own lives and for the lives of others.

Through interdisciplinary scholarship and translational research, Northeastern's faculty address real issues, always striving to translate fundamental research into applications that will contribute to economic development and enhance societal well-being. Recent grants include \$12.25M renewal grant from the National Science Foundation to continue research in translating nanoscale scientific processes into commercially viable technologies, \$9M from the National Institute of Standards and Technology to develop technology for real-time assessment of road and bridge infrastructure, and \$3.7M from the National Science Foundation to overcome institutional barriers that limit advancement of women in academic fields, including the sciences, engineering and social sciences. Northeastern offers a vibrant and diverse community, characterized by collaboration, creativity and an unwavering commitment to excellence and an equally unwavering commitment to exhibiting respect for one other. We aspire to be a model for what our society can be.

Planning

In the fall of 2008, Northeastern embarked on a planning process that involved reflecting on the institution's purpose and envisioning its future. This process involved all of the university's stakeholders – faculty, students, deans, faculty senate, alumni, trustees and co-op employers. Together these constituents shaped and refined their ideas into a new mission statement and academic plan that will guide Northeastern in its endeavors ahead. On June 8, 2009, the plan was officially adopted by the board of trustees.

Five strategic themes that characterize the university's uniqueness:

- Experiential Learning
- Interdisciplinary and Translational Research
- Intellectual Life and Creative Expression
- Urban Engagement
- Global Opportunities

Academic Programs and Faculty

Northeastern's six undergraduate, eight graduate schools, and two part-time divisions offer bachelor's, master's, and doctoral degrees in a wide variety of academic disciplines and professional areas. Increasingly, the hallmark of Northeastern's undergraduate and graduate programs is an approach that places the subject

of study within a broader interdisciplinary perspective. Northeastern offers majors in 65 departments, as well as interdisciplinary and dual majors. Academics at Northeastern are grounded in the integration of rigorous classroom studies with unique experiential learning opportunities, including cooperative education, student research, service learning and global experience.

Northeastern's outstanding faculty, comprised of 1,378 full- and part-time faculty members, frequently bring the same interdisciplinary thinking to their research, collaborating with colleagues in other colleges to find solutions to real-world problems. Faculty members infuse undergraduate and graduate classrooms alike with the spirit of discovery, and students in all degree programs have ample opportunities to participate in research. Northeastern faculty regularly win prestigious awards, including a MacArthur Foundation genius grant; grants from the Fulbright and Guggenheim foundations; the Massachusetts Professor of the Year (Carnegie Foundation for the Advancement of Teaching); the Gordon Prize for innovation in engineering education; and from the National Science Foundation and the National Institutes of Health.

Students in the honors program take interdisciplinary seminars, enjoy even smaller classes and more extensive interaction with faculty members, and have the opportunity to live in the Honors Living Learning Community.

Faculty and students enjoy access to the largest academic library in Boston proper, and to some of the most advanced research facilities and institutes in the area, both on campus and in greater Boston.

Northeastern's Nine Colleges and Schools

- Bouve College of Health Sciences
- College of Arts, Media and Design
- College of Business Administration
- College of Computer and Information Science
- College of Engineering
- College of Professional Studies
- College of Science
- College of Social Sciences and Humanities
- School of Law

Experiential Learning—at home and abroad

The heart of a Northeastern education lies in its signature cooperative education program. Co-op offers true professional experiences that broaden students' experiences and make them more competitive for jobs. New graduates become part of an extraordinary cycle of networking and support. Just one outcome of this is that the Boston Business Journal ranked the university among the best in the nation when it comes to producing CEOs of Massachusetts-based companies.

Northeastern's broad mix of experience-based education programs – including co-op, student research, service learning, and global learning – build the connections that enable students to transform their lives. These connections enrich classroom studies, fuel intellectual and personal growth and provide students with opportunities to explore their path and discover their passion.

Co-op experiences instill the professional knowledge, understanding and confidence that lead to a lifetime of success. Northeastern's premier cooperative education program is not limited to the United States, but extends students' experiences around the globe. Research collaborations enable students to be knowledge creators and gain insight into the process of discovery. Service learning raises students' consciousness of

community and prepares them to pursue an engaged, ethical life. Global learning readies them for a landscape that increasingly requires an international worldview and familiarity with other cultures.

Northeastern will celebrate a century of experiential learning in the fall of 2009, the 100th anniversary of the university's first cooperative education program, founded in the engineering program.

Athletics

Northeastern has one of the top 100 collegiate athletic programs in the nation. Northeastern University's 18 varsity teams and nearly 550 student athletes participate in NCAA Division I in the Colonial League and Hockey East. Northeastern also offers more than 40 intramural and club teams.

In keeping with the university's mission, the department of athletics and recreation supports the institution by providing a comprehensive, high-quality intercollegiate athletics and campus recreation program. The department is committed to excellence in offering inspiring athletic, educational and personal development opportunities through its core values: leadership, critical thinking, the concept of "coach as educator," appreciation of difference and community service.

Advances on the athletic field include a conference move with impressive results, along with increased competitive play in Hockey East and other Division I sports. This past year many Northeastern teams qualified for post-season play, while men's hockey made an appearance in the NCAA tournament and two of Northeastern's most decorated athletes were honored with top awards/accolades – the NCAA Hockey Humanitarian and a Hobey Baker Finalist. In the fall of 2008, Northeastern's women's soccer team won the CAA championship and went to the second round of the NCAA Championship.

Attendance at athletic events has increased sharply over the past ten years. In 2010-2011 the Huskies played in the recently renovated Matthews Arena, the world's oldest indoor hockey arena, which recently marked its 101st season.

Alumni

More than 203,000 Northeastern alumni worldwide are actively involved in the life of the university, inspiring current students as employers, mentors and colleagues. Drawing on their experience leading multinational corporations, researching and developing new technologies, and succeeding in numerous professional fields, alumni serve on advisory panels and as guest lecturers, helping shape curriculum and hire Northeastern graduates.

Northeastern graduates have distinguished themselves as founders of successful businesses, leaders in national politics and journalism and leading-edge researchers. They include:

- Entrepreneurs who are second only to MIT alumni in the number of high-tech companies they have started in Massachusetts;
- Engineering graduates who have founded 500 businesses and lead nearly 2,500 companies as presidents or CEOs;
- Law school graduates who are managing partners, justices on state and federal benches, and heads of legal units and agencies;
- Editors of major national newspapers;
- Researchers in emerging technologies;
- Faculty teaching at universities across the United States.

The Student Body

Northeastern's student population is drawn from all 50 states and 124 countries around the world.

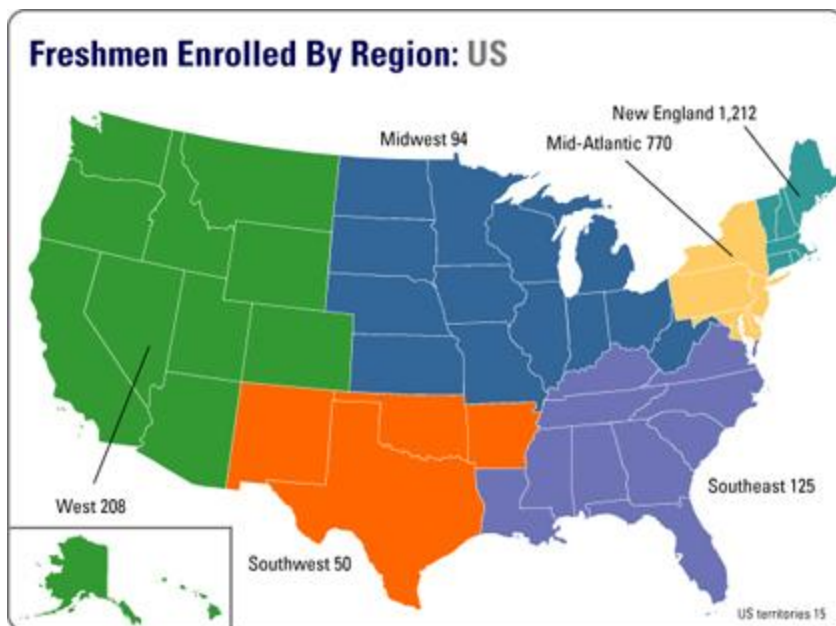
Student Body (Fall 2010)

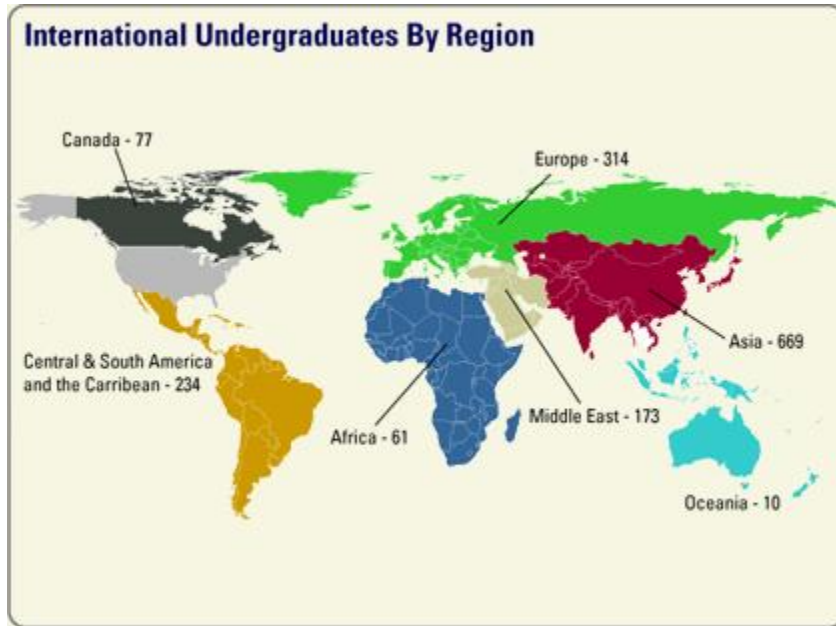
Full-time undergraduate	15,905
Full-time graduate	3,985
Law School	640
Total full-time University enrollment	20,530

Students of color	26.0%
International students	15.9%
Countries represented	124
Female students	51.0%

New Student Profile (Fall 2010)

Undergraduate Application	37,710
Freshmen enrolled	2,837
Transfer Students enrolled	621
Percent of International Students (From 84 countries and 1,735 high schools around the world)	13%
Mean SAT (Up 78 points since 200g)	1309 (on 1600 scale)
Freshmen graduating in top 10% of their high school class	50%
National Merit Scholars & National Achievement Scholars	85





Northeastern students are actively engaged in more than 260 organizations—including 34 ethnic and cultural student organizations—contributing to a dynamic and culturally rich campus life.

Tuition and Fees

Undergraduate estimated annual costs	
Tuition	\$37,840
Room and board	\$12,760
Mandatory student fees	\$762
Total annual cost	\$51,362

DIVISION OF ENROLLMENT MANAGEMENT & STUDENT AFFAIRS (EMSA): AN OVERVIEW

The division of Enrollment Management and Student Affairs mission is to maximize the University’s capacity to recruit, retain, and graduate students; provide services and experiences that promote student success by integrating the out-of-classroom experience with the student’s needs, expectations, goals, growth and development. EMSA strives to build a positive social and cultural climate, quality service environment and high quality of campus life. EMSA also acts as a mechanism for feedback to the institution regarding student and market issues.

The Enrollment Management & Student Affairs Division consists of:

- African American Institute
- Asian American Center
- Athletics
- Career Services
- Co-op Connections
- Curry Student Center

- Customer Service Center
- Fraternity & Sorority Life
- ISSI (International Student & Scholar Institute)
- Latino/a Student Cultural Center
- New-Student Orientation
- Off-Campus Housing
- Open (Office of Prevention and Education)
- Parent Programs
- Registrar's Office
- Residential Life
- Spiritual Life
- Student Activities
- Student Athlete Support Services
- Student Conduct and Conflict Resolution
- Student Financial Services
- Student Life
- Undergraduate Admissions

Leadership

Philomena Mantella joined Northeastern as vice president for enrollment management in January 2001. In spring 2002, she was promoted to her current role as senior vice president for enrollment management and student affairs. Dr. Mantella's background includes broad experience in virtually every area of enrollment management and student services. Prior to coming to Northeastern, she served for five years as executive vice president for enrollment management and student life at Pace University in New York. Dr. Mantella has also served as vice president for student affairs at SUNY College of Optometry, a small, state-supported graduate and professional college, and as associate dean of enrollment services at Ferris State University in Michigan. Prior to that, she was responsible for the offices of financial aid at three institutions. Dr. Mantella holds a bachelor's degree and a master's of social work degree from Syracuse University, and a doctorate in educational administration from Michigan State University.

Jane Brown is the vice president for enrollment management, a position she assumed in fall 2010. Brown served as Vice President for Enrollment and College Relations at Mount Holyoke where she was the College's chief strategist for market positioning, enrollment planning, and student recruitment. In this role, Ms. Brown oversaw the offices of communications and public relations, admission, non-traditional students, student financial services, career development, institutional research, and registrar. Prior to joining Mount Holyoke in 1997, Ms. Brown was at Emerson College where she served as Vice President for Enrollment. During her more than 20 years at Emerson, she was a faculty member and director of graduate clinical training in the division of communication disorders. She holds a bachelor's degree in Sociology/Political Science from Bates College and a master's degree in Speech/Language Pathology from Emerson.

Ronné Patrick Turner, Associate Vice President of Enrollment, is responsible for providing direction and oversight of the university's recruitment, selection and enrollment transition of new students. Ms. Turner works closely with the University's senior leadership to implement innovative recruitment strategies to meet enrollment objectives. Reporting to the Vice President of Enrollment, Ms. Turner oversees all facets of the Undergraduate and Graduate Admissions recruitment and enrollment process, including new-student orientation and parent and family programs, opportunity scholarships, and enrollment marketing. She also directly manages the institution's international recruitment and retention strategies, overseeing the International Student and Scholar Institute as well as several admission pathway programs. Ms. Turner is actively engaged and has served as a leader in several professional organizations including: the National

Association for College Admission Counseling (NACAC), New England Association for College Admission Counseling (NEACAC), the College Board where she currently serves on the New England Regional Council and is the regionally elected representative to the College Board's national Guidance and Admission Council. Ms. Turner holds a bachelor's degree in social and behavioral sciences from the Johns Hopkins University and a master's degree in education policy, planning and administration from the University of Maryland.

THE POSITION: INTERNATIONAL STUDENT & SCHOLAR INSTITUTE

Overview

The International Student & Scholar Institute embodies the University's global vision and its commitment to meaningful cross-cultural understanding for all members of the University community, from Boston to Beijing. Northeastern is among the more culturally diverse educational institutions in the United States, and ISSI draws upon this richness to offer programs and services that foster intercultural awareness, enhance all facets of the Northeastern experience, and support immigration/regulatory compliance. Northeastern University was recently awarded the 2010 Senator Paul Simon Award for Campus Internationalization

At present, ISSI sponsors more than 12 weeks of international orientation activities throughout the year, a two-month cultural festival (Carnevale), and a wide range of cultural-enrichment programming for students and scholars and their families, alumni, faculty, staff, and members of Northeastern and the surrounding community.

Equally important is ISSI's role in helping navigate the complexities of immigration regulations and procedures. ISSI offers a full range of professional advice, including seminars on topics ranging from tax concerns for nonresidents to employment options for international scholars.

ISSI also assists with international scholar issues, helps process international admissions, addresses sponsored international student concerns, authorizes certain types of employment (e.g. Optional Practical Training), and administers an international student retention scholarship fund. The department utilizes the Banner student information system and fsaAtlas for reporting data to the U.S. government in relation to international students.

Mission Statement

The current mission of ISSI is predicated upon the notion that learning can best be achieved in a milieu that fosters meaningful cross-cultural interaction and understanding among all members of the University community. ISSI staff members work to create cultural enrichment opportunities that offer avenues for exploring and enhancing the educational, social, and cultural facets of the Northeastern University experience.

ISSI aims to:

- Foster respect for the multitudinous backgrounds and life experiences reflected in our diverse community
- Help ensure that those in nonimmigrant visa categories maintain legal status
- Facilitate acculturation through extensive orientation programs
- Afford student leadership opportunities and cross-cultural training
- Serve as a resource and liaison for student organizations and international programs
- Catalyze meaningful exchange between domestic and foreign nationals
- Recognize scholarly and intercultural achievement
- Provide individual counseling and support networks for personal and professional development

- Conduct workshops on topics of critical importance to international students and scholars
- Expedite the admissions process through the issuance of visa eligibility documents and related services
- Engage in community service outreach with an intercultural focus
- Liaise with international students and the governments and agencies that administer their funding
- Strengthen international alumni and parent networks
- Promote awareness of issues germane to the advancement of international education and the University's global mission.

Organizational Structure

The organizational structure for ISSI is currently envisioned as follows:

- Director
 - Associate Director*, Sponsored International Scholar & Exchange Visitor Relations/OPT/CPT
 - International OPT Specialist/Outreach Program Specialist
 - Administrative Support I-9 Program
 - International Cooperative Education Specialist
 - International Student Advisor/Advising Services
 - Reception Desk Staff Position (*proposed*)
 - Senior Associate Director*, Student Immigration Compliance
 - Undergrad/Graduate Enrollment Specialist
 - International Student Advisor, CPS/special Program (*vacant*)
 - International Student Services Coordinator
 - International Advisor
 - International Student & Scholar Advisor
 - Immigration Compliance Specialist
 - Data Manager
 - Assistant Director, Cultural Programs (*vacant*)

**Proposed promotions*

History and Leadership of ISSI

The International Student and Scholar Institute (ISSI) at Northeastern University has enjoyed stable leadership for the last 15 years. Scott Quint joined the department as director in 1995 and presided over an organization that expanded its staffing considerably as the University increased the range of academic programs and enrollment of international students. During this tenure, the department's scope of activities remained relatively constant—focused primarily on immigration processing, new student orientation, and cultural programming for the immediate benefit of international students.

As the University has broadened its reputation and global reach, the influx of international students has placed growing demands on ISSI with regards to immigration processing and SEVIS reporting. Additionally, as the international student population has expanded and countries of origin have shifted over the years, the cultural experience of students arriving at Northeastern has become increasingly varied. In addition to orientation programs, ISSI has sponsored a number of events and learning opportunities to help students develop relationships with fellow international students and ISSI staff, acclimate to the University and U.S. in general, and build an understanding of tax and employment laws, as well as immigration compliance requirements. One of the signature events sponsored annually by ISSI under Quint's leadership has been a two-month Carnevale program—which is a showcase of international cuisine, customs and traditions, arts

and entertainment—held throughout February and March. While the execution of this endeavor has been a cooperative venture involving many international student volunteers and other members of the campus community, much of the planning and detailed management historically was handled directly by the previous director.

Following Quint's resignation in Spring 2010, the University conducted an initial review of ISSI, guided by the work of consultants specializing in international student services. This process has helped ISSI and institutional stakeholders to think critically about the strengths of the department and opportunities for future growth and enhancement.

Looking ahead, the University is projecting continued growth among international students enrolled in pathway programs—designed to enhance the academic experience and provide an added level of support and guidance prior to matriculation into degree granting programs at Northeastern or elsewhere—as well as those directly entering undergraduate and graduate degree programs. Among the undergraduate student population, international students have grown from about three percent (3%) to 13 percent over a four or five year period. Excluding those enrolled in the Law School or College of Professional Studies, graduate international students now number 1,600—an increase of nine percent (9%) over the previous year. The total of international students attending Northeastern rose to 5,400 in Fall 2010, the largest population of students from around the globe ever to attend the University. In the last four years, the total population of international students at Northeastern has more than doubled. Supporting the continued recruitment and retention of international students will require a sustained focus by the next director of ISSI to assure the office integrates best practices and available technology into its immigration processing functions, educational programming, and efforts to support the ongoing internationalization of the University.

With growing demands and expectations, ISSI staff is expanding. In addition to incremental staff increases, the department has been assured that current vacancies that exist will be filled as soon as appropriate talent is identified. A new data manager position has recently been created and filled to help address technology needs throughout the office. The department also anticipates adding a full-time receptionist position, bringing total staff reporting up through the director to 15. With current openings, the director will be presented with a unique opportunity to strategically shape the office and position it to assume a broader role in supporting institutional goals.

Responsibilities of the Position

Working closely with the Associate Vice President for Enrollment and Vice President for Enrollment Management, the Director of International Student & Scholar Institute (ISSI) provides university-wide vision and leadership in the development and implementation of programs, services, and policies that strengthen and celebrate Northeastern University's intercultural community. Important priorities of the Director of ISSI are building strong working partnerships and collaborating with University offices including orientation, career services, cooperative education, student activities and academic units to strengthen the retention of international students. Supporting international students' success in academic and experiential learning endeavors, incorporating international students into the broad spectrum of University life, and showcasing the cultural complexity that comprises a truly internationalized academic community are other important initiatives for this position. The Director will provide strategic direction and support to the senior associate director who directly manages all immigration processing, and SEVIS reporting, bringing to this role a forward-thinking, innovative approach to maximizing available technology in the dissemination, collection, and reporting of critical information serving the needs of a growing international student population, currently numbering 5,400 individuals from around the world. Programming initiatives that support cross-cultural educational opportunities for international and domestic students, build affinity, and strengthen international students' understanding of U.S. traditions, common business practice, and cultural expectations are also central to the ISSI mission and overseen by the Director. As a key member of the leadership team,

the Director works closely with admissions (graduate and undergraduate), orientation, marketing and communications, and student affairs to support institutional strategic enrollment goals. The Director supervises a full-time staff of 15, including five direct reports, and manages a budget of \$1.1M.

Additional and/or expanded responsibilities as outlined by the immediate supervisor include:

- Oversee the selection, training and evaluation of staff. Provide high quality delivery of services to international students. Identify and budget resources. Plan, implement and evaluate services. Establish policy and procedures related to effective service to international constituency. Develop and maintain positive external and internal relationships throughout the University and Global community.
 - *Expected Level of Performance:* Select and train ISSI staff and manage office. Develop goals for ISSI unit and staff consistent with the University's academic plan, EMSA and unit's (Enrollment, Admissions & Marketing) mission. Conduct evaluations of office, policy procedures, and staff.
- Provide leadership to the University on the development and implementation of programs and services to enhance, strengthen and celebrate Northeastern's intercultural nature. More specifically these programs need to support the unique needs of the university's international student population and create awareness within the entire student community of global perspectives and understanding.
 - *Expected Level of Performance:* Develop strong international student orientation program that helps new international students transition to US culture as well as into the Northeastern University community. As the University expands its' international student population and continues to develop boutique programs such as Global Pathways and NUin, take a leadership role to ensure the quality of these transition programs meet the high standards of our unit. Continue to develop and expand programs such as International Carnevale which celebrate Northeastern intercultural nature. In addition, develop programs to better expose and help international students embrace Northeastern's traditions and develop a stronger affinity to the University. Continue to provide strong advising programs for individual international students as well as to support International student organizations.
- Ensure that Northeastern and our international students/ alumni (i.e. those on OPT) are in compliance with all federal regulations governing the admission and employment of all foreign nationals.
 - *Expected Level of Performance:* Serve as principal liaison officer with US agencies. Understand, interpret, document and disseminate information regarding the federal regulations to students, administrators and staff as appropriate. Develop programs and services to ensure institutional and student compliance.
- Serve as liaison for the University with international governments by appropriately promoting the University's unique nature and programs.
 - *Expected Level of Performance:* Develop outreach programs to embassies to promote Northeastern and to understand the needs/goals of international governments to increase international student enrollment and the University's support of international students. Coordinate and host visits by international government officials to campus.
- Develop and implement programs and services to keep alumni and parents engaged with the University community.
 - *Expected Level of Performance:* Liaison with the University's alumni relations office, development (when appropriate) and admissions to develop programs designed to reconnect and engage international alumni. Work with Parent and Family Programs office to adopt and implement new parent association and communication plans in such a way as to recognize the unique needs and perspectives of international parents.

- Serve as a member of the Enrollment, Admission and Marketing leadership team.
 - *Expected Level of Performance:* Help to set policies, procedures and priorities for the unit. Represent the Associate VP of Enrollment and Dean of Admissions and Marketing when appropriate. Establish and maintain positive working relationship with AVP, Budget Coordinator, Director of Undergraduate Admissions, Director of Marketing and Communications, Director of Orientation and Admission Programs, Sr. Associate Director of Operations and Sr. Associate Director of Admission Systems to ensure unit is focused and equipped to achieve unit goals.

Characteristics of the Successful Candidate

The successful candidate will possess a master's degree and demonstrated record of progressively responsible experience reflecting knowledge of best practices supporting international student success in higher education and of U.S. immigration regulations are required. Demonstrated cross-cultural experience and facility to relate effectively to individuals of varied backgrounds; strong advocacy skills and student-centered focus; superior written and oral communication ability; managerial competence; commitment to collaboration, innovation, and ongoing professional development; facility with ERP systems, use of fsaAtlas, and web-based services; and an appreciation for the dynamic nature of a growing research institution will be important in the consideration of the Director of International Students and Scholars.

In addition to stated qualifications noted above, the following characteristics and attributes have been consistently identified by various stakeholders of the position on the Northeastern campus as important:

- Must possess a solid understanding of the Student and Exchange Visitor Information System (SEVIS), immigration laws, and visa requirements and processing necessary to serve the needs of international students engaged in short-term, pathway, undergraduate, and/or graduate degree programs;
- Bring a strong systems approach to analyzing work flow and operations;
- Be equipped to strategically manage organizational change—recognize that as a member of a dynamic institution, change is ongoing and that remaining flexible and nimble is imperative for forward progress;
- Demonstrate a balanced approach to management that incorporates data-driven decision-making, team development, active assessment, and superior follow through;
- Possess excellent organizational skills, complemented by an ability to convey ideas and actions in an articulate and precise manner;
- Be a team builder who is self-motivated and capable of inspiring others;
- Possess a positive personality that engenders respect by others and a desire to collaborate;
- Be technically savvy and proactive in employing technological solutions to ensure operational efficiency and effective communication with targeted audiences;
- Demonstrate strong managerial skills including strategic planning, fiscal management, and staff training and development;
- Be familiar with the mission and scope of a growing research institution and comfortable navigating within such an environment;
- Support staff development, recognize individual and team accomplishments, and willingly delegate authority in instances where others can competently take ownership and lead with success;
- Bring a solutions oriented mind set to challenges encountered in the work place;
- Possess an unwavering commitment to high standards of service and desire to support the needs of both traditional and non-traditional students from around the world.

Likely Priorities and Challenges of the Position

This is a time of great opportunity for the next director of ISSI to assume the leadership of a growing organization serving an expanding international student population within the context of a dynamic institution that is rising quickly in national and global prominence. The incoming director will need to be an individual of vision who can develop a strategic plan and mission for the department that will support the internationalization of the entire Northeastern campus community. As the institution has grown in size and complexity, it is critically important that the director assume a leadership role not only in addressing the traditional mission of ISSI (e.g. immigration processing and programming designed specifically to address the needs of international students), but also in serving as an institutional architect for creating new opportunities for international students to strengthen their engagement with the University as a whole—to experience fully the benefits and rewards of being an active member of a U.S. based, vibrant, research institution.

While the desire to maintain ISSI as a welcoming haven for international students continues, there is a need to push beyond the view of the department as an isolated island. It is no longer practical to assume that ISSI can be all things, at all times, to all international students. As the ISSI mission broadens to encompass a larger role within the University, the director will need to model a collaborative management style and be proactive reaching out to other departments and divisions to develop a shared vision of how best to support the full spectrum of needs, as well as talent, interests, and abilities of international students throughout their educational tenure at Northeastern. Given the University's emphasis on experiential learning, it is of vital importance that international students are quickly introduced to key sources of support such as career services and cooperative education that will enable them to build the knowledge and competencies needed to be successful securing opportunities and adapting to various work environments in the U.S. and around the world. The next director of ISSI will also find ample opportunities to collaborate on matters of policy formulation as well as programming and services that directly impact international students with a wide range of institutional partners, including New Student Orientation and Parent Programs, Student Affairs/Dean of Students, Student Activities, University Health & Counseling Services, Registrar's Office, Graduate Education, College of Professional Studies, and Housing & Residential Life.

Developing a close working collaboration with the leadership team within Enrollment Management, Admissions and Marketing is also an important priority. The director of ISSI, and his/her staff, hold an unparalleled knowledge of different cultures, customs, and experiences unique to international students. The director needs to take the lead in sharing this knowledge in a collegial manner with other staff, actively contribute to planning efforts—as a true “thinking partner”—that support the team's ability to achieve enrollment and retention goals, and build buy in and support among ISSI staff members for EMSA strategic initiatives.

Additional priorities and challenges include:

- Assess the organizational structure and develop a strategic plan that outlines the vision, direction, and resources—including human resources, technology, and space requirements—needed to ensure a high level of excellence in all facets of an evolving ISSI mission;
- Support ISSI staff members' transition from a longstanding director to new leadership and new strategies for delivering services;
- Actively engage institutional stakeholders in the discussion and formulation of new policies and procedures that impact international students as well as academic, student affairs, and enrollment partners;
- Integrate new staff positions into the organizational structure of ISSI;
- Carefully evaluate and map current work flow and business practices, particularly surrounding immigration processing, with a goal of enhancing efficiency and information transfer through the implementation of available technology;
- Benchmark current programming and acculturation activities against national best practices;

- Promote a culture of innovation, responsiveness, and flexibility in which ISSI staff are encouraged to implement new approaches to meeting evolving international student and institutional needs while also respecting the core mission and traditions that have defined the department and its dedicated staff for many years;
- In consultation with staff, develop individualized professional development plans that will ensure technical knowledge remains up-to-date and that staff are afforded opportunities to expand their skill set as well as contributions to the ISSI mission and University at large over time;
- Facilitate sharing of experiences between international and domestic students, as well as ISSI staff and the larger University community, in a manner designed to help build cross-cultural competencies and support growing numbers of Northeastern students (domestic and foreign nationals) engaged in study abroad, international co-op placements, and global service learning;
- Provide ongoing support to ISSI staff engaged in efforts that ensure all international students, as well as recent graduates pursuing Optional Practical Training, are in full compliance with all immigration/visa regulations and reporting requirements;
- Honor and preserve the qualities of ISSI that have distinguished the department and its staff as advocates for, and champions of, international students;
- With ISSI staff and student input, assess resource allocation associated with large-scale programming initiatives such as Carnevale—an intensive two month cultural celebration—to determine effectiveness, outcomes, and options going forward.

Measures of Success for the Position

The following items will define the new director's success at the end of the first year of employment:

- A conscientious effort to translate institutional goals and incorporate them into the strategic plan for ISSI has been made;
- Significant advancements and efficiencies are evident in business operations, particularly with regards to immigration/visa processing and compliance, following a team based analysis and implementation of new approaches incorporating increased technology and movement towards a paperless office;
- Working partnerships have been established across the EMSA division and throughout the campus that are helping give new shape and definition to the orientation and acculturation programming for international students;
- Collaboration with cooperative education and career services is ongoing in efforts to equip international students for success in experiential learning opportunities, as well as to promote the sharing of cultural knowledge of foreign countries, customs, and business practice with other students who may be seeking international experiences (e.g., co-op, study abroad, and/or global service learning);
- Lines of communication have been strengthened between ISSI and the College of Professional Studies, Graduate Studies, and full-time residential colleges and efforts to develop mutually beneficial policies and procedures to support international students and institutional priorities are advancing;
- A plan is in place that will balance programming and events sponsored by ISSI with that of student activities and other student affairs departments.

BENEFITS OVERVIEW

Northeastern offers a generous benefits package that includes:

- Medical Insurance Coverage—choice of point-of-service or HMO
- Dental Insurance Coverage;

- Health Care Reimbursement Account;
- Interim Disability Insurance;
- Long-term Disability Insurance;
- Short-term Medical Insurance Coverage—available on a voluntary basis;
- Retirement Plan—employee minimum contribution of five percent (5%), matched by Northeastern contribution of 10 percent (10%);
- Supplemental Retirement Plan
- Long Term Care Insurance;
- Tuition Waiver –up to nine credit hours of tuition per academic term for full-time staff member; after three years of continuous full-time employment, full tuition for dependent children; additional benefits for spouse, same-sex spousal equivalent and their dependent children;
- Life Insurance;
- Vacation—minimum of 12 days per year up to 24 days per year, dependent upon length of service and position;
- Twelve paid holidays annually, plus extra time at the end of the year at the discretion of the University administration;

For detailed information regarding benefits, please visit Northeastern’s Human Resources website at: <http://www.northeastern.edu/hrm/benefits/index.html>

APPLICATION & NOMINATION

Review of applications will begin immediately and will continue until the position is filled. A resume with an accompanying cover letter may be submitted via the SJG website at www.spelmanandjohnson.com under the “Open Positions” link. If you are unable to submit materials electronically, or would like to make a nomination for this position or a confidential inquiry about this search, please contact Valerie Szymkowicz at vbs@sjgsearch.com or 413-529-2895.

SJG – The Spelman & Johnson Group
Northeastern University - Director ISSI
Valerie Szymkowicz, Senior Associate

Visit the Northeastern University website at www.northeastern.edu

*Northeastern University is an Equal Opportunity, Affirmative Action Educational Institution and Employer, Title IX University.
Northeastern University particularly welcomes applications from minorities, women, and persons with disabilities.*

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