



Executive Director of Global Engagement

Purdue University Northwest (PNW) invites nominations, expressions of interest, and applications for an exceptional leader to serve as the Executive Director of Global Engagement. The Executive Director will work across the university campuses with administration, faculty, staff, and students to build and implement a strategic vision for current and future globally oriented programs and initiatives at PNW. This is a remarkable opportunity for a globally-minded, innovative thinker with experience in international affairs, program design, study abroad, English language and academic preparation programs, international student support, and partnership building in an academic setting.

Mission

Purdue University Northwest, in the land grant tradition of learning, discovery and engagement, provides high quality, affordable undergraduate and graduate education to students of Northwest Indiana and beyond. We create a welcoming environment that promotes critical inquiry through experiential learning, faculty scholarship, civic engagement and community partnerships.

Vision

Purdue University Northwest will be the institution of choice in Northwest Indiana and beyond as the center for education, innovation, economic development and culture.

Values

The students, faculty, staff, alumni and entire Purdue University Northwest community:

- *Embody a commitment to excellence in all we do.*
- *Foster a culture that supports growth and success for students, faculty, and staff.*
- *Create a welcoming, collegial environment that celebrates diversity.*
- *Demonstrate respect, caring, dignity and inclusion for all.*
- *Promote global citizenship, through learning, interconnectedness, strong stewardship and focusing on improving social outcomes.*
- *Promote growth and mutual success through developing and leveraging partnerships throughout the area.*
- *Act with honesty and integrity, adhering to the highest ethical standards of personal and professional behavior, in communicating, learning, teaching, research and public service.*
- *Accept personal and institutional responsibility for everything we do.*
- *Innovate to increase lifelong learning.*
- *Demonstrate pride in our university, community, ourselves and one another.*

About Purdue University Northwest

Part of the internationally respected Purdue University system, PNW is a student-centered university that values academic excellence, supports growth and celebrates diversity. Located in Northwest Indiana, near Chicago, PNW fosters a vibrant academic community through high-quality and engaging undergraduate and graduate education. Purdue Northwest enrolls more than 12,000 students and offers more than 70 programs at the baccalaureate, master's, and applied doctoral levels. Purdue Northwest is accredited by the Higher Learning Commission (HLC).

In 2017, PNW was recognized among the Best Regional Universities in the Midwest by *U.S. News & World Report*. PNW is ranked No. 26 among the Best Engineering Programs, of engineering schools whose highest degree is a bachelor's or master's degree. Purdue Northwest's undergraduate business program also is recognized as one of the top programs among those accredited by the Association to Advance Collegiate Schools of Business (AACSB). Academic programs are offered within the following colleges and schools with operations on two campuses located 35 miles apart in Hammond and Westville:

- College of Business
 - White Lodging School of Hospitality and Tourism Management
- College of Engineering and Sciences
 - School of Engineering
- College of Humanities, Education, and Social Sciences
 - School of Education and Counselling
- College of Nursing
- College of Technology
- Honors College
- The Office of Graduate Education

The ten most popular undergraduate majors are nursing, business, psychology, mechanical engineering, communication, elementary education, biology, mechanical engineering technology, computer information technology, and hospitality and tourism management.

The student-faculty ratio at PNW is 16:1, and the institution offers 46 percent of its classes with fewer than 20 students. The current first-year class is 95 percent full-time, and 96 percent of the class is age 20 or younger. PNW's retention rate from first-year to sophomore year increased eight percent to 68 percent from 2016 to 2017. The average incoming first-year student's GPA is a 3.23. The gender distribution is 49.7 percent male students and 50.3 percent female students. There are approximately 700 international students at Purdue Northwest.

Strategic Goals / Objectives from the Strategic Plan 2016-2021

- ***Goal 1: Student Access and Success:*** Focus on academic, personal and career success and continually work to improve our resources so that qualified students have the opportunity and ability to thrive during their experience on campus and in their lives.
- ***Goal 2: Academic Excellence:*** Advance academic excellence, the foundation of all we do at Purdue Northwest. We are committed to maintaining and growing a rich teaching-learning environment through the recruitment, retention, and development of high-quality faculty and staff. Equally, we are committed to maintaining distinctive programs and developing quality programs designed to serve regional, national and global needs. Degree

programs, dedicated staff and university resources center on providing students opportunities and challenges as they prepare for future success.

- **Goal 3: Learning Through Engagement and Discovery:** *Promote collaborative work, experiential learning and research to give students a rich learning environment that cultivates a lifetime of community involvement and leadership.*
- **Goal 4: Inclusivity and Diversity:** *Promote a university climate that is welcoming and diverse in which all individuals experience being a valued member of the community. Similarities and differences are accepted and respected. Our communication is collaborative and collegial.*
- **Goal 5: Community and Business Engagement:** *Participate in productive partnerships between business and community organizations and Purdue University Northwest students, faculty and staff that offer opportunities for mutual benefit while strengthening the university and enriching society.*
- **Goal 6: Premier Infrastructure:** *Support a rich academic learning experience through physical resources, technology, processes, policies and practices.*

Leadership

Chancellor

As Chancellor of Purdue University Northwest, Thomas L. Keon's leadership centers on positioning the university as a key player in Northwest Indiana's economic development, educational advancement, environmental sustainability and cultural enhancement. Having successfully led the complicated merger of two Purdue-system campuses, Keon is committed to cultivating, supporting, identifying and strengthening leadership among students, faculty and staff. An accountant by training and a supporter of civic engagement and the arts by design, Keon seeks to equip students with the training for successful careers as well as a deep appreciation for the responsibilities of citizenship.

Dr. Keon became Chancellor of Purdue University Northwest on July 1, 2016 after the unification of Purdue University Calumet and Purdue University North Central was finalized. Dr. Keon had served as Chancellor of Purdue Calumet since 2011. Prior to coming to Purdue Calumet, Dr. Keon spent 14 years as Dean of the College of Business Administration at the University of Central Florida (1997-2011) where he was responsible for all personnel, including 150 full-time faculty members, budgets up to \$31 million, 9,100 students, and academic programs at the baccalaureate, master's, and doctoral levels at a university of more than 55,000 students.

In the coming years, Chancellor Keon's priorities include establishing Purdue Northwest as a leading metropolitan university, expanding academic programs into fields that include health and other biological sciences, enhancing PNW's growing athletic department, and fully engaging the university's resources in the economic development of northwest Indiana. Chancellor Keon is deeply committed to PNW's global engagement, foreign student population, and the university's international partnerships and affiliations.

Vice Chancellor for Academic Affairs and Provost

Ralph O. Mueller became Vice Chancellor for Academic Affairs and Provost at Purdue University Northwest on July 15, 2016. Dr. Mueller had served as Dean of the College of Education, Nursing and Health Professions at the University of Hartford (Conn.) from 2009 until 2016. In addition to

his role as Dean, Dr. Mueller also was the Founding Director of the University of Hartford's Institute for Translational Research, a multidisciplinary umbrella for collaborations among faculty, students, and community partners.

Prior to his University of Hartford tenure, Dr. Mueller served five years as Chair of the Department of Educational Leadership at The George Washington University (D.C.). He was a 2007-08 Fellow of the American Council on Education at the University of Miami (Fla.). Throughout his 30-year career in higher education, he has served as a tenured faculty member of applied statistics with joint appointments in education, psychology, and public policy/public administration. He has an extensive academic portfolio of published books and peer-reviewed articles. Dr. Mueller holds a baccalaureate degree from Elon University, a master's degree from Wake Forest University, and a Ph.D. from Virginia Tech.

The Office of Global Engagement (currently, the International Affairs Office)

The current International Affairs Office will be renamed to the Office of Global Engagement with this hiring transition to signal the shift in strategic direction for the office and its growth in significance for the entire academic enterprise at PNW.

The Office of Global Engagement is committed to internationalizing further the PNW campuses and supporting global awareness through the development of international partnerships and exchanges, education abroad opportunities, increased international student enrollment, and cross-cultural programming on and off campus.

In order to achieve its goals, the Office of Global Engagement is comprised of five main units:

- The **International Students and Scholars Office** provides the appropriate support and advising on immigration matters in order to help international students succeed in their academic, social, and cultural pursuits.
- The **International Programs Office** develops international partnerships, provides peer mentoring, and organizes cross-cultural events and activities to enhance the learning experience for international students and contribute to the globalization of the Purdue Northwest campuses.
- The **English Language Program** provides students with essential language skills needed to succeed in their university studies, matches students with English speaking peer mentors for additional practice and interaction in and out of the classroom, and offers weekly cultural and educational excursions to local destinations.
- The **International Admissions Office** reviews and processes international student applications, evaluates foreign credentials, guides and advises prospective international students, processes transfer credit, works with sponsored students and partners, assists with the development of international partnerships, and engages in marketing and recruitment efforts.
- The **Education Abroad and Exchanges Office** assists in all aspects of learning overseas and promotes international learning opportunities for PNW students, including study, intern, volunteer, and service-learning abroad experiences. This unit also serves as the central point of contact for international students at PNW on exchange or visits from partner universities.

PNW has a number of international opportunities for its students to study overseas:

PNW-Led Programs

PNW-Led Programs are managed by PNW faculty and staff, and students travel with other PNW students as a group. These are frequently short-term programs taking place over school breaks or summer terms. Examples of PNW-Led programs include:

- Latin American Societies: Cuba
- Rome: Literature, Art, Religion
- Study Abroad Ghana
- HTM Educational Cruise
- Global Social Work: Service Learning in Guatemala
- Study Abroad in Spain
- International Summer University – Germany
- Global Business Studies Abroad – Study Abroad in Toulouse, France
- Viva Nicaragua! – Volunteer Abroad
- Comparative International Education
- Art & Photography in Paris
- Oxford – London
- Study Abroad in Thailand

Partner Universities – Semester/Year Programs

PNW has partnerships with several universities around the world. These programs offer students the opportunity to study abroad for a full semester or academic year and in return, students from the partner university may study at PNW. With the ability to use current financial aid packages and additional scholarships, the extended length and full course load of an exchange program offers students a strong return on investment. Examples include:

- Erasmus University Rotterdam – Media and Communication
- Sciences Po Rennes – Political Science
- HTW Dresden – Business
- Chonnam National University
- Hanyang University
- Hochschule Kempten University of Applied Sciences
- Dongguk University
- Kanagawa University
- Nanzan University
- Konan University

Partner Universities – Summer Programs

PNW has partnerships with several universities around the world that offer students the opportunity to study abroad for a short summer session and in return, students from the partner university may study at PNW. Examples include:

- Hanyang International Summer School
- Université du Québec à Trois-Rivières – Intensive French
- Chonnam Summer School
- Dongguk Summer School
- Kanagawa Summer School – Japanese language
- Nanzan Summer School

PNW also works with several approved/vetted program providers to give students a variety of education abroad options, such as ISA (International Studies Abroad) and ISEP Direct Programs.

Purdue Northwest in Oman

In 2005, PNW partnered with the founders of Bayan College and Mazoon College in Muscat, Oman to build a liberal arts college in the heart of the Arabian Peninsula. Over the years, PNW has provided strategic counsel and support as the college has grown to nearly 1,000 students. PNW administrators and faculty travel regularly to Oman and participate in a range of activities, including teaching, workshops, and professional development.

English Language Program

The mission of the English Language Program (ELP) at PNW is to provide intensive academic English as a Second Language (ESL) instruction and cultural orientation for English language learners who plan to pursue degrees at PNW and other U.S. institutions, to serve as a resource to the university and the community on English language teaching and learning, and to provide its students with intercultural competence opportunities by connecting them with the university and the local community.

Students are given placement tests and are then enrolled in one of four levels from foundations to advanced. Courses include reading, writing, listening, and conversation, plus several elective options for the beginning through advanced levels. Classes meet four days a week. Fridays and some Saturdays are Field Trip Days organized by the Office of International Programs at no additional cost – students are taken on cultural and educational field trips to Chicago and the region. Several domestic students working as mentors accompany ELP students on these field trips in order to provide students with cultural insight and English practice.

Undergraduate students who have successfully completed all of their level three courses are eligible to apply to an undergraduate program. The TOEFL requirement for undergraduate students is waived for ELP students who have successfully completed their ELP courses.

The ELP is a member of the University and College Intensive English Programs (UCIEP), English USA (formerly the American Association of Intensive English Programs), and is a CEA-accredited intensive English program.

Language and Culture Short-Term Program

The English Language Program (ELP) offers both a short-term Language and Culture Program (LCP) and a CEA accredited intensive ESL program. LCP is designed for visiting participants who wish to improve their English language skills through a combination of classroom instruction and organized excursions and cultural activities in Northwest Indiana and the Chicagoland area.

English Training in Engineering (ETIE)

PNW offers a very successful English Training in Engineering (ETIE) program in the School of Engineering for students from China. The ETIE program has maintained long-term cooperations with more than 20 top universities in China and has produced more than 350 graduates since its establishment in 2006. The program offers several options for students, leading to an ETIE certificate from PNW, such as a 3+1 program, a 4+0.5 +1 program, a 1+1 program, and a one semester program. ETIE offers several advantages to its students, including significant improvement of English skills, exceptional hands-on experience, great research resources, and priority admission to Purdue Northwest's MSE graduate program. Since its inception, 75 percent of ETIE graduates – 274 students – have continued at PNW for their MSE degrees.

International Programming/Student engagement

The International Programming Office (IPO) offers a variety of cross-cultural events, activities, and services aimed at helping international students adjust to life at Purdue Northwest and engage with both the campus and surrounding community. In addition to airport pick-ups and New International Student Orientation, the following are some of IPO's most popular offerings:

- **Global Ambassadors and Student Programming Assistants:** Hired student leaders who provide support for international students adjusting academically, socially, and culturally through peer mentoring and program-oriented tasks.
- **Global Exchange Friendship Program:** A volunteer program that connects international students with local friendship volunteers for the purpose of easing the transition to American culture and promoting cultural exchange.
- **iPal Volunteers:** Program-oriented volunteers who help out during airport pick-ups, New International Student Orientation, ELP field trips, and other IPO events and activities.
- **International Night:** A weekly celebration of culture that highlights different foods, languages, art, and experiences from around the world.
- **Thanksgiving and other American traditions:** Local families open their homes to international students for Thanksgiving and many other traditional American observances (Winter Break/Christmas/New Years, Super Bowl Sunday, Fourth of July).
- **Global Groove:** An annual showcase of the many cultures represented at PNW which includes ethnic foods, student-led booths, language instruction, garments, games, and dancing lessons.
- **World On Wednesday (WOW):** A weekly forum for student and/or faculty-led discussions on timely, worldly topics.

In addition, IPO provides cultural awareness and sensitivity training to various groups and departments upon request.

International Admissions

The Purdue Northwest International Admissions Office, which also has a reporting relationship to the Enrollment Management operation, provides services to a culturally vibrant and diverse international student community. The office's staff members admit international students to the university, and offer advising and guidance with the process of admissions to PNW's undergraduate programs, English Language Program (ELP), and special non-degree programs developed with partner universities. They also assist with international marketing and

recruitment efforts, as well as serve the sponsored student population that receive scholarships from their home countries.

Global Partnerships

PNW has a number of global partnerships that are negotiated and overseen by the Office of Global Engagement. These include Memoranda of Understanding with many universities, student exchange programs, government sponsorships, and recruiting agencies.

Center for Global Studies (CGS)

Established in 2006, the Center for Global Studies (CGS) is a research and educational center designed to promote multidisciplinary research on globalization and area studies. Focusing on the humanities and social sciences, CGS is also committed to studying practice-oriented fields, such as global environment and global health. In addition, CGS coordinates outreach efforts in the area of global studies by facilitating faculty and students' collaboration on research and educational activities. PNW offers a minor in Global Studies.

CGS Mission:

- *Promote and support innovative research to better understand global issues confronting the world's populations;*
- *Partner with faculty and units to develop new courses and programs in global studies;*
- *Facilitate mutual understanding and dialogue of the values, ideas, and practices of the global cultures; and*
- *Develop professional training opportunities, public programs, and teaching resources in global and area studies.*

The Executive Director Role: Opportunities, Challenges and Qualifications

The Executive Director will set the strategic vision for the office and work closely with the PNW administration to determine the global strategy for the institution. She or he will also work to facilitate an even deeper engagement of PNW's students and faculty with partners around the world, while growing the university's international visibility and reputation. The shifting of the role and office to "Global Engagement" is even further evidence of the university's commitment to these priorities and of its aspirations for the future.

The new Executive Director will lead the Office of Global Engagement, which provides activities, services, and advising for study abroad students, international students and faculty, including all related immigration procedures. The Executive Director will continue to oversee all of these operations at the highest level, represent the university to governmental agencies as appropriate, and ensure operational compliance with institutional practices, procedures, and policies, while advocating for internationalization. The Executive Director reports to the Associate Vice Chancellor for Academic Affairs and also will work closely with the Provost. The Executive Director oversees a budget of approximately \$2 million, and a team of 16 full-time employees, which currently includes four direct reports.

The priorities for the Executive Director of Global Engagement include, but are not limited to:

Developing and implementing a strategic vision and plan for the Office of Global Engagement which aligns with the broader university strategic goals: The Executive Director of Global Engagement will work collaboratively with administration, staff, faculty, and students to develop a long-range strategic vision for the Office of Global Engagement that helps define the university's global aspirations. The Executive Director will work closely with the Associate Vice Chancellor for Academic Affairs and the Provost to develop a set of university-wide strategic priorities for the future of global engagement at PNW and an accompanying plan for implementation.

Serving as a catalyst for globalization of the university's academic programs:

By collaborating with the faculty around ways in which international initiatives and globalization might inform, enhance, support, or extend the university's existing curriculum and programs, the Executive Director will have the opportunity to engage deeply and broadly in the intellectual life of the university and will serve as a resource and advocate for the faculty's aspirations.

Partnering with Enrollment Management to establish and support an expanded international student enrollment management plan: The Executive Director will work with the Office of Enrollment Management to devise an effective and strategic international student enrollment plan for PNW. This plan, based on contemporary best practices, will focus on recruitment, admissions, retention, and persistence to graduation. The plan will seek to diversify and expand international student recruitment operations and resources, and ultimately enhance the global population of PNW's student body. Additionally, the Office of Global Engagement will continue to collaborate with the offices in Enrollment Management and Student Affairs to provide services for international students to aid in their integration to campus life and overall success at PNW.

Leading the development of innovative global experiences for students: The Executive Director will develop proactive strategies to encourage PNW students to pursue a global education, participate in study or work abroad programs, interact in meaningful ways with international students, and participate in global activities on campus and in the community.

Developing, sustaining, and assessing PNW's international partnerships: The Executive Director is a key ambassador for the university in building and maintaining good working relationships with institutions, governmental agencies, and organizations for promotion of all academic programs, curriculum articulations, and exchange of students around the globe. The new Executive Director will have the opportunity to assess current partnerships, build new relationships, and provide a vision and strategy for international partnerships that align with PNW's overarching mission, profile, and goals.

Raising the visibility and profile of the Office of Global Engagement: As a passionate advocate for the Office of Global Engagement, the Executive Director will increase the visibility of and resources for the office, while ensuring the necessary infrastructure is in place to offer and improve, on a consistent basis, the services and support that the office provides.

Leading and mentoring the Office of Global Engagement staff: The Executive Director will lead a team of talented, passionate, and dedicated staff who welcome the opportunity to renew the office's strategic mission. The staff will look to the Executive Director for leadership of the operation, guidance in best practices, advocacy for the division, and support in pursuing professional development and training opportunities.

Expanding the global capacity of the Westville Campus: The Westville Campus of PNW currently comprises a relatively small proportion of the international enterprise at PNW, but it has the capacity to become a strategic location for international and globalization efforts for the institution. The Executive Director will help devise and facilitate a plan that factors in the advantages and capacity for globalization for PNW at the Westville location.

Re-envisioning the fiscal model and budgeting operations for the Office of Global Engagement: The Office of Global Engagement's budget model needs to be assessed and revised. Currently, much of its operating budget is derived from the English Language Program tuition and other revenues generated by its programs. The new Executive Director will work closely with the Associate Vice Chancellor for Academic Affairs and the Provost to determine the most effective and sustainable budget model for the office so that it may better achieve its strategic and operational goals. The Executive Director will also seek to ensure accountability, program financial viability, and fiduciary responsibilities associated with contracts and programs.

Qualifications and Desired Attributes:

The Executive Director of Global Engagement will be an innovative, entrepreneurial, and experienced leader. The Executive Director will bring to the role a record of achievement reflective of PNW's own standards of excellence, coupled with integrity and vision. In addition to holding U.S. citizenship or permanent residency, the ideal candidate will have significant management experience in international education within higher education. A doctorate degree is strongly preferred. International travel will be required.

In addition, the successful candidate for Executive Director will ideally possess the following qualities and qualifications:

- A broad, strategic, and nuanced understanding of the higher education landscape and the trends, developments, and best practices related to international education, internationalization, and global engagement;
- A proven track record of leading an organization through a time of transformation, including the development of a shared vision, strategic planning, and plan implementation;
- Strong organizational and program management skills and the ability to prioritize multiple tasks and demands;
- A strong understanding of international student recruitment, admissions, and enrollment management;
- Knowledge of and/or experience with international student programs such as English as a Second Language (ESL) and academic preparatory programs;
- Entrepreneurial, responsible, and fair-minded fiscal leadership to aid the university in matching aspirations with finite resources while thinking creatively about growth opportunities;
- The ability to represent the university effectively in regional, national, and international settings and to develop international partnerships;
- The ability to listen, motivate, guide, and work collaboratively with colleagues, staff, and stakeholders to foster a high-functioning, team-oriented culture;
- A history of successfully building productive and mutually beneficial relationships with a wide range of constituencies at every level of a university;

- An energetic and engaging personality with excellent interpersonal, oral, and written communication skills;
- An inclusive leadership style committed to championing diversity, inclusion, and community engagement in all its forms;
- Knowledge of university policies and immigration regulations related to international students and faculty to assure full compliance with visa requirements and related laws;
- Global-mindedness and intercultural competence and effectiveness. Significant personal experience living, studying, researching, and/or working in another country is preferred;
- A genuine commitment to, and excitement about the future of international education that inspires others to engage and work collaboratively toward shared strategic goals;
- Proficiency in a second language beyond English and a history of broad international travel; and
- Personal integrity with a strong moral compass and a commitment to the highest level of institutional accountability.

Nomination and Application Process

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. To ensure fullest consideration, candidates are encouraged to submit their materials by January 5, 2018. Requested application materials include a letter of interest and curriculum vitae. All applications, nominations, and inquiries will remain confidential until finalists are identified for campus interviews. All application materials must be submitted electronically in Microsoft Word or PDF format to PNWGlobal@storbecksearch.com.

Ms. Julie E. Tea, Partner and Ms. Julie Williams-Krishnan, Senior Associate at Storbeck/Pimentel & Associates, LP are assisting with this search. Nominators and prospective candidates are encouraged to contact them at PNWGlobal@storbecksearch.com to arrange confidential conversations.

Purdue University Northwest prohibits discrimination against any member of the university community on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran. The university will conduct its programs, services and activities consistent with applicable federal, state and local laws, regulations and orders and in conformance with the procedures and limitations as set forth in Purdue's Equal Opportunity, Equal Access and Affirmative Action policy which provides specific contractual rights and remedies. Additionally, the university promotes the full realization of equal employment opportunity for women, minorities, persons with disabilities and veterans through its affirmative action program. For more information, please see: www.purdue.edu/ethics/policies/FosteringRespect_accessible.pdf