ASSISTANT VICE PROVOST & DIRECTOR OF THE INTERNATIONAL SERVICES OFFICE

THE UNIVERSITY OF ROCHESTER
ROCHESTER, NEW YORK

THE SEARCH

The University of Rochester seeks a strategic leader to serve as Assistant Vice Provost & Director of the International Services Office (AVP). The AVP oversees the integration of international services into the broader university community, encouraging and ensuring a service-oriented approach to meeting the needs of a large and highly diverse international community of students, scholars, faculty, researchers, and staff.

Founded in 1850, the University of Rochester is one of the nation’s leading research universities and is the cultural, artistic, healthcare and educational leader for the region. The University is a member of the prestigious Association of American Universities; is a founding member of the Consortium of Financing Higher Education (COFHE), a group of the 35 leading private colleges and universities in the United States; and is regularly ranked in the top 35 national universities by US News and World Report. The University completed the $1.2 billion Meliora Challenge comprehensive campaign in 2016, raising over $1.37 billion.

Reporting to the Vice Provost for Global Engagement, the AVP will lead the International Services Office (ISO), overseeing a staff of 16 and a budget of $1.25 million. The AVP will exercise broad responsibility for the day-to-day management and strategic direction of international scholar and student services that meet the institution’s ever-evolving needs and ensure compliance with federal immigration and employment regulations. As a senior member of the Office of Global Engagement, the AVP will work in concert with other senior leaders, including the assistant director for global affairs and the director of international advocacy and engagement, to help guide, promote and advance the University’s global objectives and priorities.

The University of Rochester seeks an AVP with both the leadership skills as well technical skills and knowledge of immigration and visa processes, including industry and academic standards that govern large research institutions and healthcare systems. The AVP will have the ability to evaluate, critique and advise on international research and employment policies and counsel on best practices that enhance international students, scholars, and researchers experiences at the University of Rochester. The AVP will have the ability to work with colleagues across cultures and regions and a robust customer service ethic.

The University of Rochester has retained Isaacson, Miller to assist in conducting the search. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.
UNIVERSITY OF ROCHESTER

The University of Rochester is noted among top research universities as being exceptionally collaborative, and it offers both the intellectual excitement of a major research university with a top medical center and the intimacy and opportunities of a great liberal arts college.

The University of Rochester enrolls more than 11,200 full- and part-time students divided among undergraduate, graduate, and professional education. The University consists of seven academic units: Arts, Sciences & Engineering (comprising the School of Arts and Sciences and the Hajim School of Engineering and Applied Sciences); the Eastman Institute for Oral Health; the Eastman School of Music; the School of Medicine and Dentistry; the School of Nursing; the Simon Business School; and the Warner School of Education and Human Development. Additionally, the University operates the Memorial Art Gallery, one of the few university-affiliated art museums in the country, with 12,000 objects in its permanent collection and serving as the local community’s civic art museum. Encompassing the Medical Center, the University and its affiliates employs more than 30,000 people, including nearly 2,500 full- and part-time faculty. The faculty boasts 16 members of the American Academy of Arts and Sciences, 16 members of the National Academy of Medicine, 10 members of the National Academy of Sciences, and six members of the National Academy of Engineering.

The University of Rochester receives more than $350 million annually in sponsored research funding; consistently ranks among the top universities nationally in federally financed science, engineering, and medical research; and offers more than 45 doctoral programs.

UNIVERSITY LEADERSHIP

Sarah Mangelsdorf, Incoming President

Sarah C. Mangelsdorf, an experienced academic leader recognized for her work on issues of academic quality, educational access, and diversity and inclusion at some of the nation’s leading public and private institutions, has been named president of the University of Rochester.

Currently the Provost at the University of Wisconsin–Madison, she is also a professor of psychology who is internationally known for her research on the social and emotional development of infants and young children. Mangelsdorf will be the first woman to lead the University when she formally takes office in the summer of 2019. She will succeed Richard Feldman as the University’s chief executive.

She previously served as dean of the Weinberg College of Arts and Sciences at Northwestern University before becoming provost at Wisconsin in 2014. She began her academic career at the University of Michigan and in 1991 moved to the University of Illinois at Urbana-Champaign, where she later was dean of the College of Liberal Arts and Sciences.
At Wisconsin, Mangelsdorf oversaw the administration of a pioneering effort to improve access to the state’s flagship university for low- and moderate-income families. Named for the university’s badger mascot, Bucky, and announced in February 2018, Bucky’s Tuition Promise pledges to cover four years of tuition and fees for incoming first-year students who are Wisconsin residents and whose families’ annual household adjusted gross income is $56,000 or less—roughly the state’s median family income.

At Northwestern, Mangelsdorf oversaw the largest and most comprehensive academic unit of the private, selective university’s 12 colleges. She began her tenure at the start of 2008’s Great Recession and is credited with leading a strategy that increased the number of endowed chairs and professorships, remodeled core facilities, and bolstered student financial aid at a time when other universities were experiencing cutbacks.

A Pennsylvania native, Sarah Mangelsdorf graduated from Oberlin College in 1980 and earned her doctorate in child psychology from the University of Minnesota in 1988. She is a third-generation academic: her father, Paul C. Mangelsdorf Jr., was a professor of physics at Swarthmore College and her grandfather, Paul C. Mangelsdorf, was a professor of botany at Harvard University.

**Robert L. Clark, Provost and Senior Vice President for Research**

Robert Clark became provost in July 2016 after serving 8 years as dean of the Hajim School of Engineering & Applied Science. He has also carried the title of senior vice president for research since 2012. Prior to his appointments at the University of Rochester, Clark spent 16 years of his academic career at Duke University where he served as senior associate dean for 6 years and then dean of the Pratt School of Engineering.

Dr. Clark received a BS degree in 1987 and an MS degree in 1988 both in mechanical engineering from the Virginia Polytechnic Institute and State University before joining Michelin Research in Greenville, South Carolina. He returned to Virginia Tech to complete his doctoral work and received his PhD in 1992.

Dr. Clark is an expert in acoustics and bionanomanufacturing. He has over 130 journal publications and has been awarded the R. Bruce Lindsey Award from the Acoustical Society of America, the National Science Foundation Career Program Award, the Presidential Early Career Award for Scientists and Engineers, the NASA Group Achievement Award, and in 2016 was named Engineer of the Year by the Rochester Engineering Society.

Dr. Clark is active outside academia as well. He currently serves on the board of Minerals Technologies Incorporated, Sweetwater Energy, GW Lisk, and is a member of the Strategic Advisory Board for the Austrian Institute of Technology. Clark served as Chief Science/Technology Officer for bsg technologies from 2009-2013, was a co-founder for Spark IP, and has extensive consulting experience in the technology space.
Jane Gatewood, Vice Provost for Global Engagement

Jane Gatewood came to the University of Rochester in 2014 as the founding associate provost for global engagement of the newly formed Office of Global Engagement. In October 2016, Dr. Gatewood was elevated to vice provost for global engagement, where she continues to bring vision, strategy, and coordination of the University’s ambitious global initiatives in partnership with senior leadership, directors, faculty, and administrators across the institution.

Prior to Rochester, Dr. Gatewood developed international initiatives and programs for the University of Georgia—first as associate director for international education and later, as the founding director of international partnerships—an office charged with catalyzing and coordinating the university’s engagement with international institutions and entities.

Dr. Gatewood earned a bachelor’s degree from Emory University and a PhD from the University of Georgia. She was a Fulbright-Nehru award recipient (India) and an Andrew W. Mellon Fellow at the School of Advanced Study (University of London). She was also a visiting research editor for the Oxford English Dictionary (3rd Edition, Oxford University Press). Her academic training and expertise are in paleography, modern literary history, lexicography, and corpus linguistics.

She regularly consults and speaks on the importance of partnerships to international higher education. She has spent the last 15 years working at the intersection of business, higher education, government, and diplomatic relations.

THE OFFICE OF GLOBAL ENGAGEMENT

The Office of Global Engagement was created in June 2014 as the first-ever central point of contact and coordination for international activities undertaken by Rochester’s schools and units, and for external institutions that want to engage with University of Rochester. As trained negotiators, planners, and organizers with cross-cultural communication and diplomatic skills, the team leverages resources to help stakeholders engage globally, conduct research, and learn without borders. The office also consults and advises at all stages of partnership development, including identifying funding opportunities, hosting visitors and delegations, and coordinating with internal and external stakeholders.

The office works with the University’s academic and administrative units to:

- Identify and develop opportunities for the University to enlarge its international engagement in research and education
- Provide central support for and coordination of international activities undertaken by the University’s schools and units
- Represent the University in dealings with major international partners and relevant international agencies
- Gather, analyze, and present data on the University’s international connections and engagement
- Provide services (such as visa documentation, sponsorship, immigration advice, reporting, and more) to University’s international visitors as well as the administrators and departments that support them
**THE INTERNATIONAL SERVICES OFFICE (ISO)**

The International Services Office (ISO) is part of the Office for Global Engagement. ISO provides services to the University’s international students, scholars, employees, and other visitors, as well as the administrators and departments that support them. As of fall 2018, the international student population at Rochester is just over 4,000, with 52% and 48% at the graduate and undergraduate levels respectively. The School of Arts and Sciences comprises nearly half of the entire international student population in addition to substantial international enrollments in the Simon Business School at over 20% and the Hajim School of Engineering and Applied Sciences at nearly 17%. The University hosts nearly 600 international scholars (J-1, H-1B, Etc.), approximately 1200 international staff, and 500 international faculty, with the largest populations represented within the School of Dentistry and Medicine, the Eastman Institute for Oral Health, and the Hajim School of Engineering and Applied Sciences. The international population at Rochester represents over 130 countries, primarily from China, India, South Korea, and Canada.

ISO provides immigration sponsorship for the thousands of international students, hundreds of international scholars and employees, as well as their dependent spouses and children. ISO also assists other foreign nationals at University of Rochester who may not require university visa sponsorship to pursue their program or activities. Given the complexities and specific permissions of different groups, ISO offers specialized staff and resources to better support the needs of these individuals, their families, and departments. The office remains coordinated in many respects but distinguishes between Student Services and Scholar Services for most immigration processing and communication efforts.

**THE ROLE OF ASSISTANT VICE PROVOST & DIRECTOR OF THE INTERNATIONAL SERVICES OFFICE**

The AVP will report to and serve as a strategic thought-partner to Vice Provost for Global Engagement, providing leadership to the University of Rochester including its Medical Center on visa-sponsorship and immigration advisement services. The AVP will exercise broad responsibility for the day to day management and strategic direction of the International Services Office, comprised of international student services and international scholar services, leading a professional full-time staff of 16 and an operating budget of $1.25 million. Supporting a diverse population of international students, scholars, faculty, researchers and visitors across campus, the AVP will deliver integrated and effective visa, immigration services, and programming that meet the institution’s ever-evolving needs. This new leader will develop, implement, and maintain institutional policies and procedures that ensure full compliance with the regulatory requirements of SEVIS (the Student & Exchange Visitor Information System) as well as federal immigration and employment regulations. Key partners in this work will include: legal counsel, the provost’s office, human resources, associate deans, and program directors.
As a member of the senior leadership for the Office for Global Engagement, the AVP will work in concert with other senior leaders, including the assistant director for global affairs and the director of international advocacy and engagement, to help guide, promote, and advance the University’s global objectives and priorities. The AVP will work closely with academic administrators, faculty and staff across campus and programs to integrate international services into the broader university community, encouraging and ensuring a service-oriented approach to engaging a large and diverse group of stakeholders.

The primary opportunities and challenges for the AVP include the following:

**Provide leadership, management, and vision to a strong team of professionals within the International Services Office (ISO)**

The AVP will be a leader in the field keeping abreast of current developments and providing important intelligence to the University leadership as well as mentorship to the staff. The ISO staff is well regarded across campus for their expertise in U.S. immigration regulations, their dedication to UR’s international students and scholars, and their general experience in working with a large and diverse international community. The staff is comprised of a mix of professionals with long experience at UR as well as talented and knowledgeable newer members. The AVP will provide vision, strategic management, expert policy interpretation and analysis, and leadership to the ISO. As a manager, the AVP will oversee the unit budget, ensuring the efficient and economical use of funds and allocating materials and resources for short-term and long-term needs. This includes managing the staff through the transition and implementation to a new immigration software system, Sunapsis. As a leader, the AVP will create a shared vision for the ISO and develop plans for and oversee staff training, professional development and other opportunities.

**Develop, implement and communicate institutional policies and procedures to a broad array of stakeholders**

The AVP will develop, implement, and maintain university policies and processes as they relate to international populations, SEVIS requirements, as well as federal immigration and employment regulations. They will provide leadership and guidance for the UR’s participation in SEVIS, ensuring the institution remains in compliance with all federal immigration regulations by engaging federal and state offices and bureaus related to immigration- and visa-related matters such the U.S. Department of Homeland Security, Immigration and Customs Enforcement (ICE), and the Department of Labor. This new leader will also communicates frequently with UR audiences, including parents, alumni, international populations, faculty and staff, as well as members of the local community. The AVP will be a source of information and expertise to deans, administrators, faculty members, and other professionals across the institution to address international student/scholar issues and concerns.
Promote, develop and guide new initiatives that complement UR’s global objectives and priorities

As a senior leader within the broader Office for Global Engagement, the AVP will help to advance the institution's international engagement goals and priorities. S/he will provide leadership, guidance, and support for new program development and initiatives that supports the development of a globally inclusive and diverse student body and workforce at UR. The AVP will develop innovative strategies to deliver international student, scholar, and employment-based services and programming that enhance the academic and overall experience for international populations.

THE SUCCESSFUL CANDIDATE

The successful candidate will bring many of the following professional qualifications and personal qualities:

- Minimum of 10-15 years’ progressively responsible professional experience with immigration services and advisement, or equivalent combination of education and experience;

- Demonstrated success in a leadership position managing complex, high volume international student and scholar support services and/or related immigration processes at a large complex institution;

- Experience and record of accomplishment in leading teams through organizational change management, exercising high emotional intelligence in navigating internal and external environments and policies;

- Outstanding strategic management and planning skills, including the ability to handle multiple projects simultaneously in a decentralized and non-hierarchical environment;

- Extensive experience and familiarity with employment-based visa petitions, including H1Bs and LPR and other relevant visa types (F, J, O) and Lawful Permanent Resident petitions;

- A demonstrated understanding of SEVIS reporting requirements, and the qualifications needed to serve as a PDSO and an ARO, including US Citizenship or Permanent Residency;

- Excellent communication (oral/written) and interpersonal skills including demonstrated ability to communicate and interact effectively with individuals from a wide range of cultural backgrounds; and the ability to represent the IS office at a high level, including interacting effectively with university Deans, Vice Presidents and Vice Provosts, among others;

- Supervisory experience, including providing logistical and operational guidance to staff; excellent administrative and organizational skills, including the ability to multitask and to consistently meet deadlines;

- An accessible, supportive style that inspires trust and motivates staff to work hard and well together, and provides them with a clear sense of direction;
• A style with colleagues and staff that is at once collegial and approachable as well as direct and decisive; the agility and inclination to advance complex projects and solve problems collaboratively, coupled with the willingness to act resourcefully, authoritatively, and resolutely;

• Patience, resiliency, and tenacity along with an abundance of energy, common sense, and outstanding judgment;

• Direct experience with advising or counseling international students and scholars; with cross-cultural programming for international students and scholars; with providing new student and scholar orientation programs;

• The willingness to invest considerable time and energy circulating in the international student communities, identifying ways to be helpful and, thereby, building confidence and credibility among diverse constituencies;

• Knowledge and experience using state-of-the-art technology creatively and effectively to leverage resources and enhance communications and services; Knowledge of Sunapsis and/or proven experience working effectively with institutional data is preferred.

• Demonstrated ability to think strategically, thoughtfully, creatively, and in a proactive fashion to effectively prevent or address problems and issues;

• A lively, creative intellect and a strong personal presence that will earn the respect of university leadership;

• Graduate degree in a related field (law, public policy, international affairs);

• Experience living or working internationally;

• Advanced knowledge of at least one language other than English
TO APPLY

Inquiries, nominations, and applications should be sent in strict confidence to:

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Marc St. Hilaire, Senior Associate
Isaacson, Miller
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Washington, DC 20036

The University of Rochester values diversity and is committed to equal opportunity for persons regardless of age, color, disability, domestic violence status, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation, or any other status protected by law.