

New to Management in Education Abroad: Tips for Making the Move Smoothly

NAFSA Annual Conference - Boston, MA - May 2015



Agenda

- Introduction to panel
- Session origin and approach
- Management Survey
- Four spotlights on the management journey:
 - Navigating an institutional infrastructure and culture
 - Developing an office strategy
 - Recruiting and building an effective team
 - Approach to management

Show of Hands



Management Survey

The “Managing an Education Abroad Office” Survey

- Conducted in February 2015
- Sent to 61 director and senior level managers in education abroad offices across the U.S.
- 43% response rate
- The survey asked about management demographics; leadership training; job responsibilities and challenges; developing an office strategy; and recruiting and building an effective team.

Management Survey Results

What type of training have you had? How did you prepare to manage an education abroad office?

1/3

- Formal university degree
- Institutional human resources workshops and trainings
- Workshops and sessions at conferences

2/3

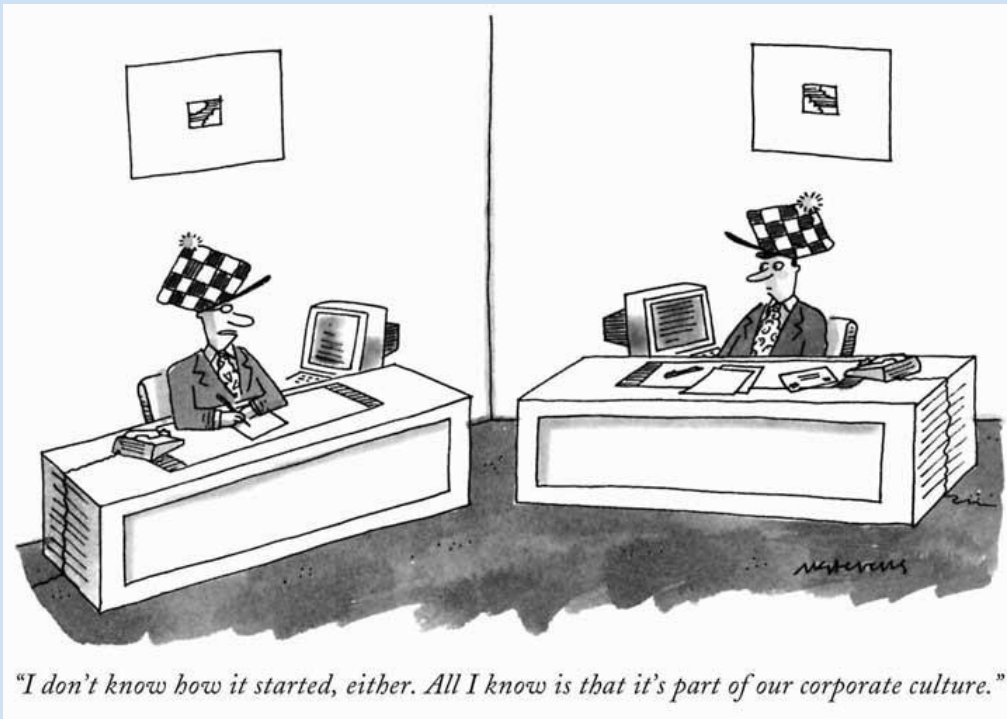
- Mentors
- Peers
- Learned by doing

Management Survey Results

What do you wish you had known about managing/leading an office prior to assuming your first management position?

- **Administrative knowledge** about **budgets**, legal issues, HR issues, managing and motivating staff, managing conflict, and mentoring
- **Personal skills** such as time management and prioritization in an EA office setting, work-life balance, greater self-awareness
- **Institutional knowledge** such as managing campus politics, coalition building, managing up, and leading in a time of budget cuts
- **Content knowledge** about EA field such as basic practices, visas, risk management

Navigating an Institutional Infrastructure and Culture



One of my greatest challenges as a manager: *"Taking the time to learn about an organization and organizational culture while also ensuring that the team is making progress on goals and objectives."*

- Education Abroad Director

International Student & Scholar Services

Residence Life

Legal Counsel

Business Office/
Financial Services

Admissions

Registrar

Career Services

Provost/Dean

Risk Management

Student Affairs

Academic/Dept Chairs

Financial Aid

Health and Counseling

Others mentioned: Disability Services, Multicultural Learning/Programming, Title IX Coordinator, Human Resources

Before You Get the Job

- Do your homework before your interview
- Network and ask colleagues for information on the position, office, and institution
- Use your interview wisely; conduct a “360 degree evaluation” if given the opportunity
- Gather intel on the university culture, office culture, campus perceptions of the office and it's work



Settling In

- Don't rock the boat too early; give yourself time to get the lay of the land before implementing significant changes to interoffice relationships or processes
- Network and Outreach; start off on the right foot (regardless of any past history/relationships)
- Given the nature of study abroad, you'll need to rely on other offices to get things done
- Understand how offices communicate, as well as how work flows & what procedures are already in place
- Seek out an institutional mentor (or mentors)

Maintaining Relationships

- Get together, formally and informally; “Boots on the ground”
- Identify key contacts/liaisons in each office; empower your team to build relationships as well
- Make other campus offices your stakeholders; keep them informed
- Collaborate on projects/programs; find areas for new initiatives
- “Be a good colleague” - help when asked and give credit where it’s due
- Be proactive when there is staff turnover in your office or others
- Case conference - resolving issues abroad together
- Request funding for certain staff to visit an abroad program to gain first-hand understanding

Developing an Office Strategy



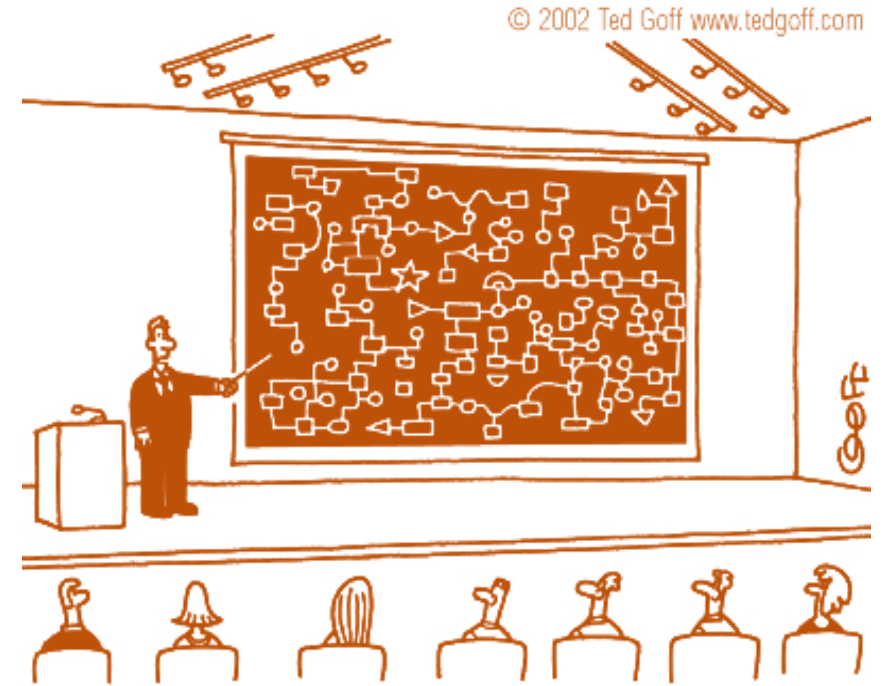
“The demands of [my] programs are huge and managing these, plus dealing with all of the problem or crisis management on our semester-long programs, I am left with little time to do the bigger picture thinking in terms of both short-term and long-term planning and larger internationalization.”
– Education Abroad Director

Gaining Input from Key Stakeholders

- Hold a variety of discussions, both individual and group
- Seek full representation
- With group meetings:
 - Select neutral spaces w/out distraction
 - Have an impartial 3rd party lead
 - Assign a note taker
 - Consider a SWOT analysis
- Most important: take the time & listen

Drafting a strategy

- Organize objectives & tactics into key areas; then outline tactics needed to accomplish objectives.
- Plan can be as simple or nuanced as needed
- Be realistic in setting target dates
- Consider phases for implementation
- Budget
- Determine means for assessing progress



"This is our plan for
the next 1,000 years."

Boston College's OIP Plan

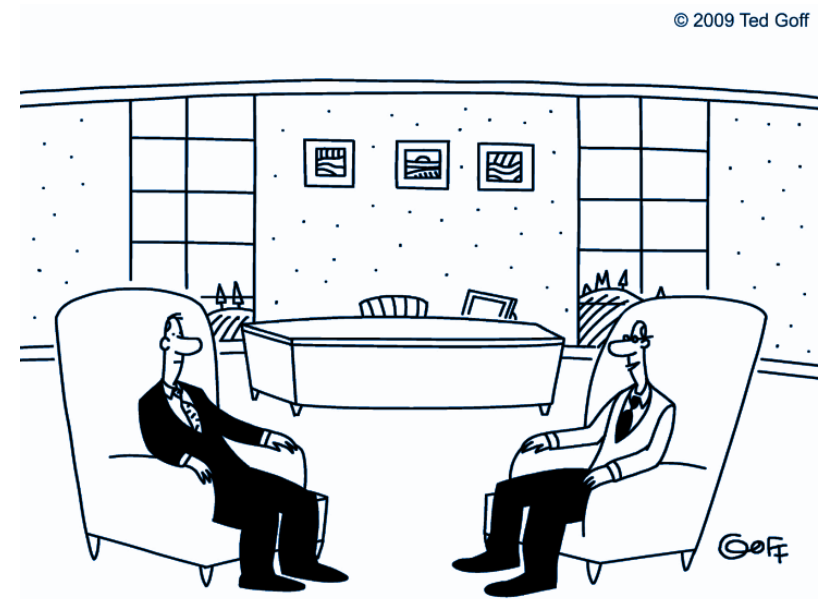


"The OIP will:

- *focus on **quality, not quantity**.*
- *promote the development of a deeper and richer **reflective component** in BC programs to bolster students' awareness and understanding of other cultures*
- *Promote **innovative programming**, in order to develop opportunities for students across all **disciplines** and with interests in all **regions of the world***
- *Expand **experiential learning opportunities**, grounded in a strong academic and cultural foundation."*

Articulating the Strategy

- Articulate in a clear & effective manner
 - Present to office, other units on campus
 - Consider whether the plan should be posted online and/or in publications
 - Don't get bogged down in too many details
- Create ways for team to feel empowered and connected to objectives



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"I feel it's important to always have a plan to ignore."

Monitoring and Following Up

- Break strategy down into manageable projects, which can be assigned and have specific target dates
- Present/recall long-term strategy on a regular basis (e.g. quarterly, annually)
 - Demonstrate how smaller projects contribute to larger needs
- Be prepared to revise and go with contingencies



“I would have benefitted from training/advice on how to keep staff happy, productive, and engaged while at the same time getting them excited to take on more responsibilities for new initiatives.” -Education Abroad Director

Recruiting and building an effective team

Establishing Trust among Staff

Clarity

Character

Compassion

Competence

Commitment

Deliver results



"And now at this point in the meeting I'd like to shift the blame away from me and onto someone else."

Recognizing Opportunity in Staff Turnover

- Analyze reasons for departure
- Acknowledge and value opportunity
- Re-examine organizational structure
- Value current employees
- Assess gaps in competencies, talents, knowledge, and skills and use these to inform next steps, including search



Developing Strategies for Hiring Staff

- Define the job
- Plan your recruitment strategy
- Develop/use a hiring checklist
- Involve stakeholders
- Prescreen your candidates
- Develop interview schedules/questions
- Check references
- Have a back up plan

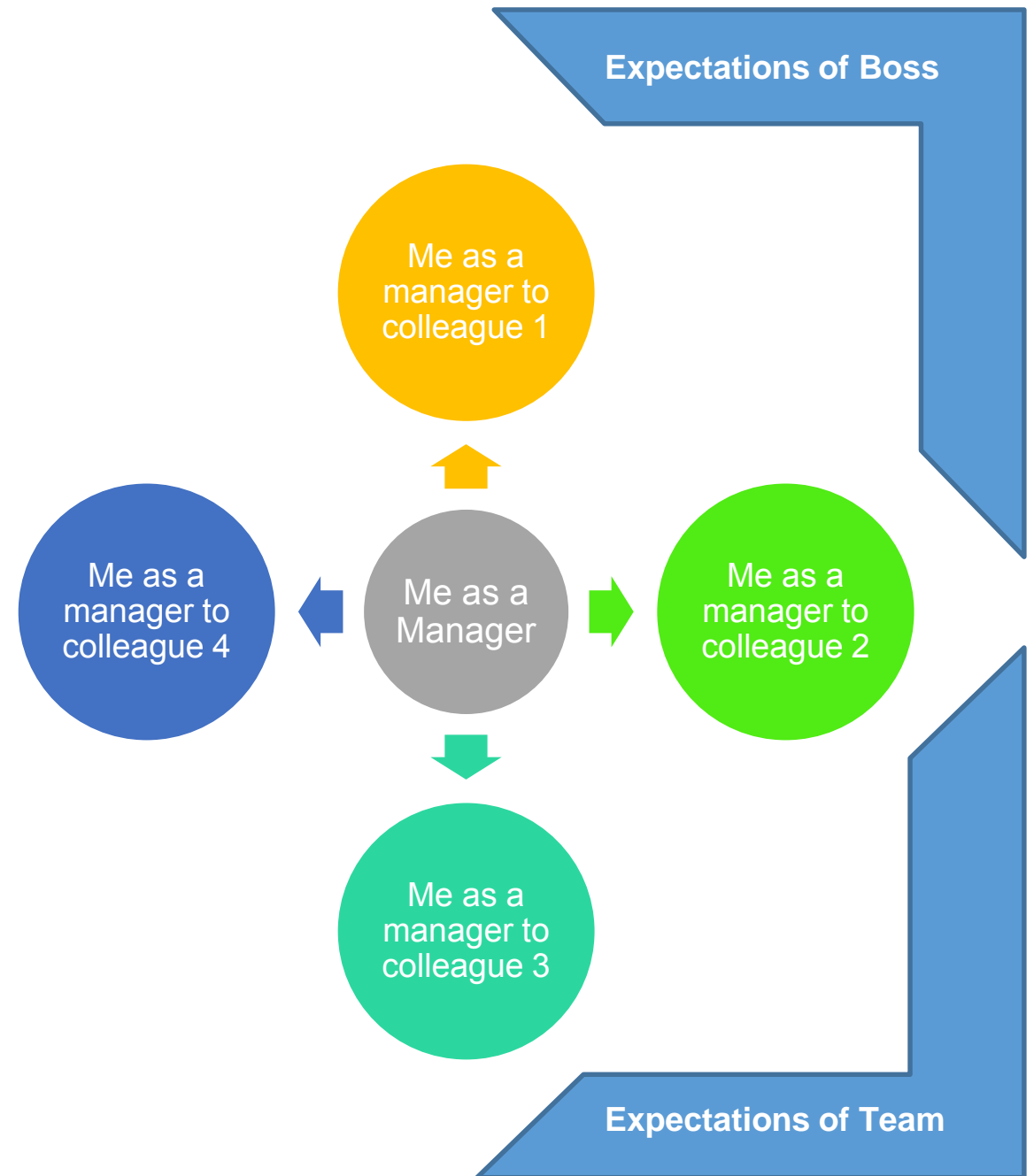
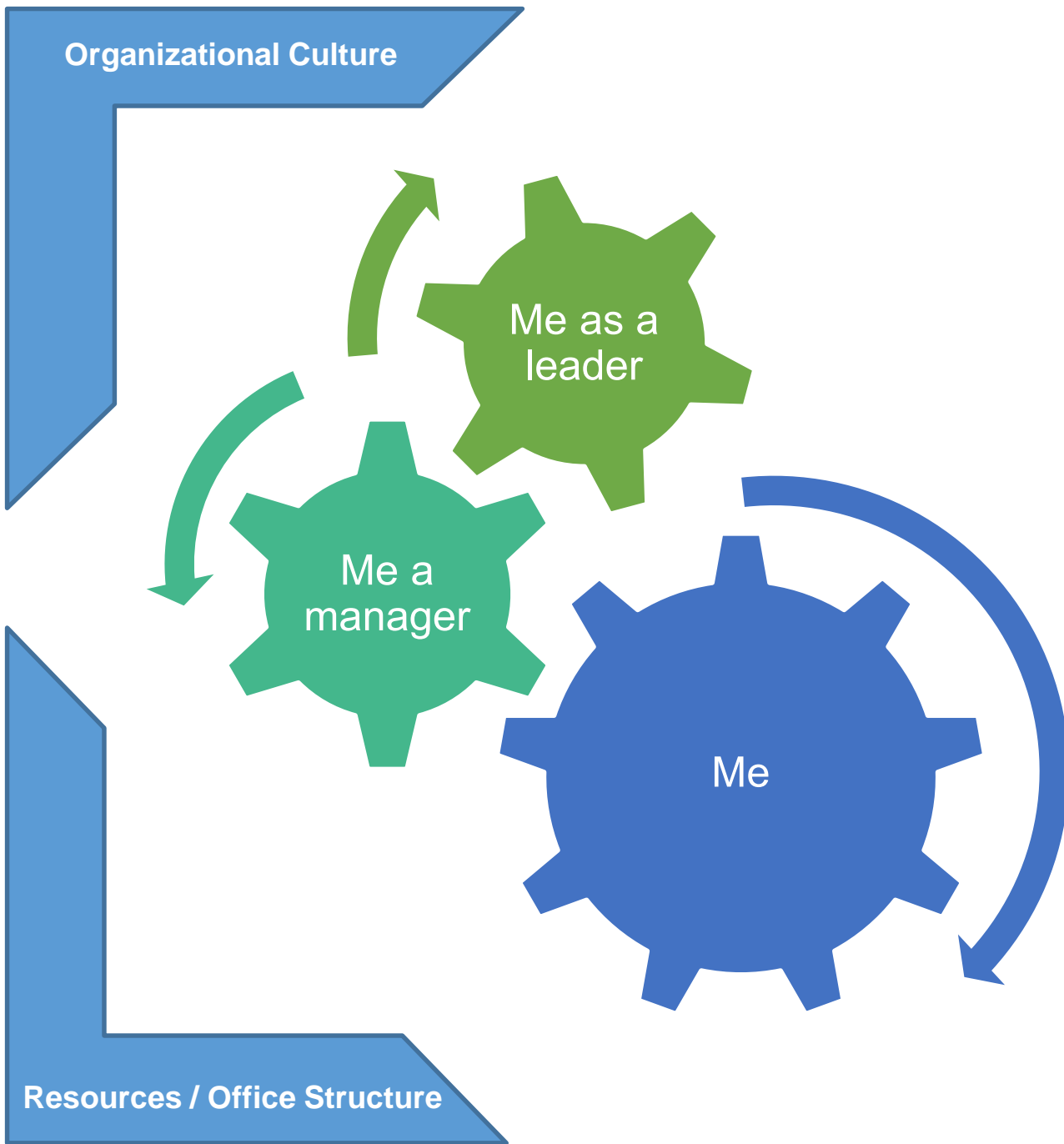
Developing and Mentoring Staff

- Set expectations
- Model the behavior you want to see
- Set team norms or relationship guidelines
- Provide space/time for team building & planning
- Provide professional development & training opportunities
- Provide tools needed to do the job
- Provide direction, but allow creativity
- Encourage mentors outside of the organization

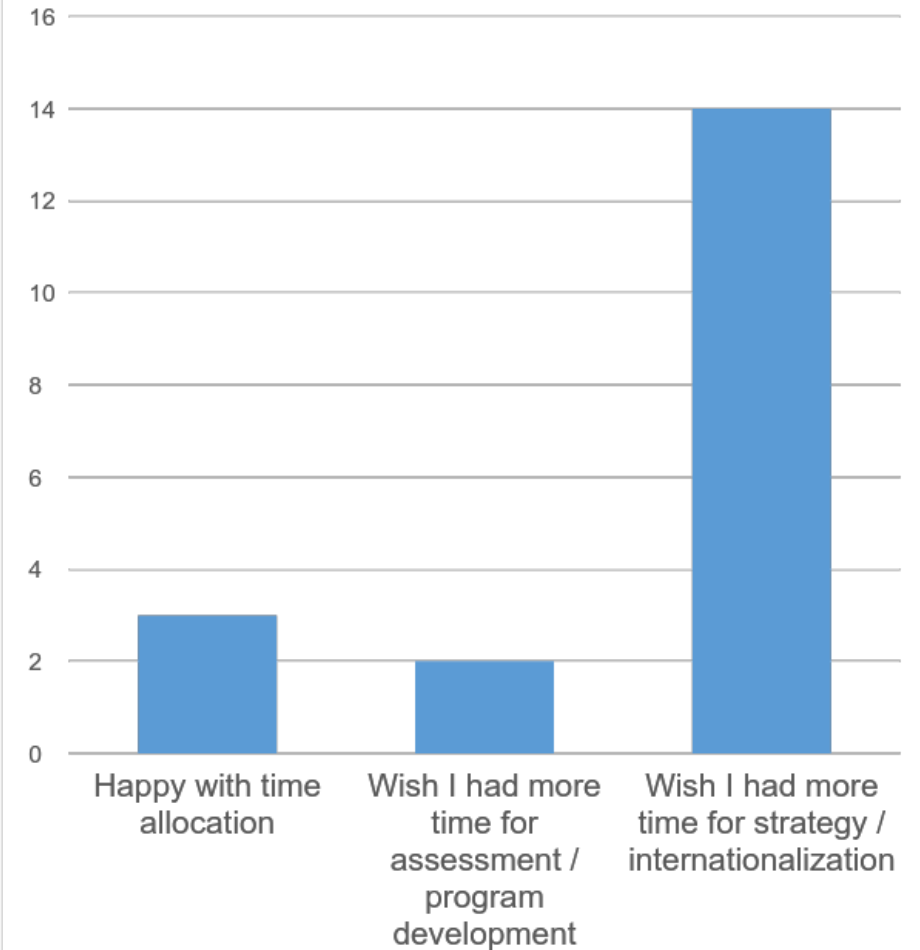
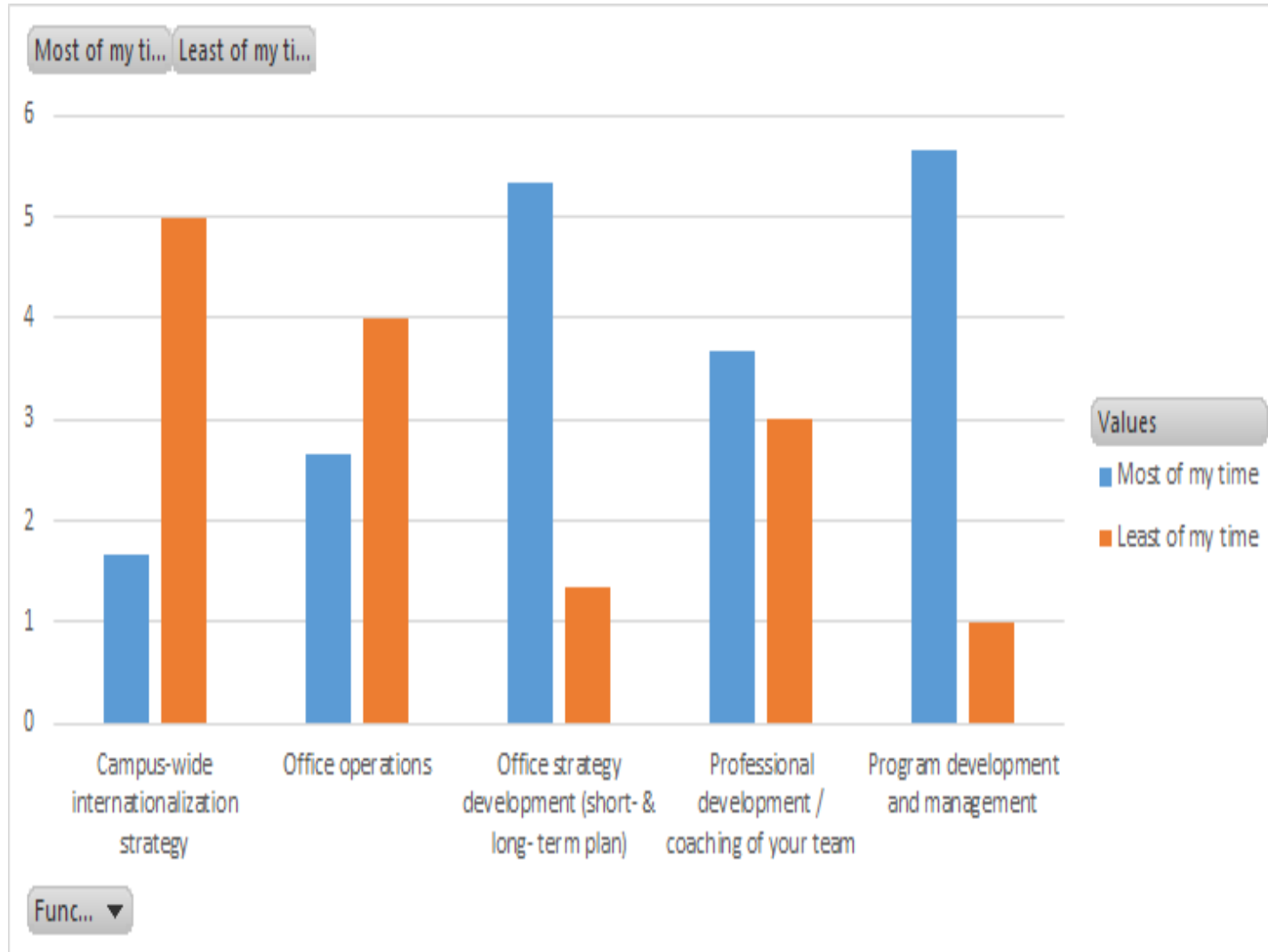
“The frameworks for this work in the literature and in other training has not seemed adequate for working in higher education and in international education. I see this as a critical skill for all international educators, one that must be developed intentionally and in unique ways for the higher education context.” - Education Abroad Director



Approach to Management



How We Spend Our Time



Leadership vs. Management

Leadership

Produces change and movement

1. Establishes direction
 - Creates a vision
 - Clarifies the big picture
 - Sets strategies
2. Aligns people
 - Communicates goals
 - Seeks commitment
 - Builds teams, coalitions and alliances
3. Motivates and inspires
 - Energizes
 - Empowers subordinates & colleagues
 - Satisfies unmet needs

Management

Produces order and consistency

1. Planning and budgeting
 - Establishes agendas
 - Sets timetable
 - Allocates resources
2. Organizing and staffing
 - Provide structure
 - Make job placements
 - Establish rules and procedures
3. Controlling and problem solving
 - Develop incentives
 - Generate creative solutions
 - Take corrective action

“I believe many institutions do not appreciate the **two-sided functions of our positions** and therefore oftentimes mandate responsibilities that are unbalanced. It is the individual that then needs to search to **find the balance between leadership and management**. Often this results in unbalance in other areas of one's life.”

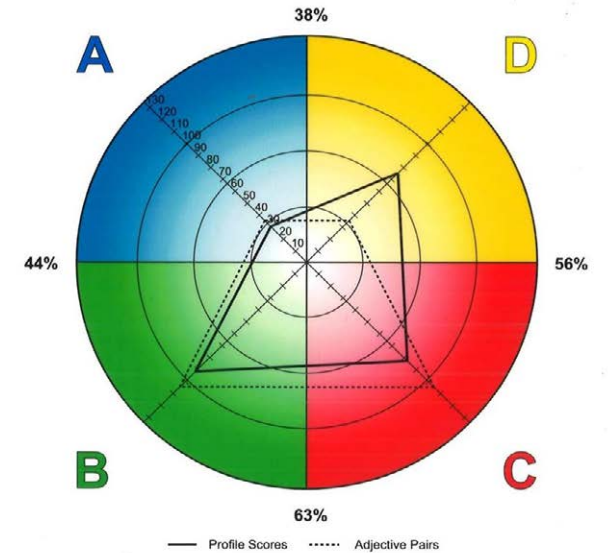
Self Awareness & Self Care

- Know your limits: Balance, Self confidence, Humility
- Don't go at it alone
 - Connect with Mentors/Colleagues
 - Partner with Human Resources
- Assessment Instruments
 - The Herrmann Brain Dominance Instrument® (HBDI®)
 - [ESCI –Emotional Intelligence 360](#)
 - Intercultural Development Inventory (IDI)
 - Myers Briggs

HBDI®
Profile Overlay

LORIEN ROMITO

Quadrant :	A	B	C	D
Profile Code :	3	1	1	1
Adjective Pairs :	3	9	9	3
Profile Scores :	30	92	83	75



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"I was not prepared for how lonely it could be in the middle... Typically in the management/director role you have access to a lot more information from the upper administration, but that doesn't mean that you have control over the situation and you are not able to share the insight with your team. "

Tips, Questions, & Answers

The background of the slide features a light blue and white pattern. It includes several large, stylized blue question marks. Overlaid on these are thin, light blue lines that form a network, with some lines ending in small blue circles, suggesting a conceptual or technical diagram.

Panelists

- **Nick J. Gozik, PhD**

Director of International Programs & McGillicuddy-Logue Center for Undergraduate Global Studies, Boston College

Email: nick.gozik@bc.edu * Office Telephone: (617)552-3827

- **Amanda Kelso, EdD**

Assistant Vice Provost for Undergraduate Education / Executive Director, Global Education for Undergraduates, Duke University

Email: amanda.kelso@duke.edu * Office Telephone: (919)684-2174

- **Kirsten McKinney**

Director of International Programs, Hollins University

Email: kmckinney1@hollins.edu * Office Telephone: (540)362-6214

- **Lorien Romito**

Director, Education Abroad, Babson College

Email: lromito@babson.edu * Office Telephone: (781) 239-4005

Resources

- Handout available on the NAFSA conference website
- NAFSA Management Development Program
- NAFSA Strategic Retreat for Education Abroad Leaders
- NAFSA's Competencies for International Education Professionals: available as free E-book at NAFSA's publications website; some copies available in print form at conference
- Your institution's human resources and learning/development workshops and courses