



**Director of the School of International Affairs
The Pennsylvania State University
University Park, Pennsylvania**

THE SEARCH

The Pennsylvania State University (the “University” or “Penn State”), a major, world-renowned, public, Research 1 university, seeks an exceptional leader to serve as the next Director of the School of International Affairs (“SIA” or the “School”). The SIA is housed within a state-of-the-art facility in University Park, the University’s largest campus with 45,000 graduate and undergraduate students in the community of State College, Pennsylvania. Penn State, with an annual operating budget of nearly \$8 billion and a student population of 98,000, is the land-grant university of the Commonwealth of Pennsylvania, composed of the University Park campus and 23 other campuses throughout the state. The SIA currently enrolls between 130-140 MIA (Master of International Affairs) students and has an annual budget of approximately \$5 million. The SIA curriculum leverages the depth and breadth of the University by integrating a practical and theoretical international affairs curriculum with interdisciplinary studies in Penn State’s leading graduate programs. The next Director will have the exciting opportunity of further driving the School’s institutional mission to lead the next generation of global leaders.

The Director serves as the principal academic and administrative officer of the SIA. The position provides an outstanding opportunity for a talented and visionary leader who will champion the tight-knit SIA community and motivate the interdisciplinary passions of its students, staff, and faculty within a top-tiered research university. The School is looking for (1) an experienced, innovative leader with a successful history of building vision and identity at the institutional level; (2) a respected authority in international relations as a scholar with substantial academic credentials and with comparable achievements as a leader in the field of global affairs; (3) an engaging, trustworthy executive who would enthusiastically lead the School’s fundraising efforts and curriculum expansion; and (4) a strategic and collaborative leader with a commitment to diversity and high quality interdisciplinary education.

The University recognizes and is committed to the realization of the enormous potential of the SIA to create exceptional educational initiatives that inspire its students, faculty, staff, and the larger University community. Positioned at the crossroads of technology, globalization, and the demand for cross-cutting knowledge, the SIA strives to provide graduate students with an exceptional education in international affairs to best prepare them for careers and leadership opportunities in both the private and public sectors. The SIA continues to advance Penn State’s strongly embraced institutional objectives of global engagement, interdisciplinary research, teaching, and service. As the academic and administrative leader of the SIA, the Director will have the opportunity to work across traditional units to promote programs of excellence and innovation.

The University has appointed an 8-member Search Advisory Committee and has retained Isaacson, Miller, a national executive search consulting firm, to assist in the search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

THE PENNSYLVANIA STATE UNIVERSITY

Founded in 1855, The Pennsylvania State University is today one of the premier research universities in the world and a driver of economic growth and prosperity for the Commonwealth of Pennsylvania. Headed by Penn State's 19th President, Neeli Bendaputi, Ph.D., and its Interim Executive Vice President and Provost, Justin Schwartz, Ph.D., the University embraces its mission of teaching, research, and service with a view towards the future.

With 24 campuses throughout Pennsylvania, Penn State represents a strong economic engine, generating an estimated \$8.5 billion in direct and indirect economic impact annually within Pennsylvania. Statewide, Penn State's research and development expenditures have increased steadily over the past decade, contributing to the economy through innovation and technology transfer. Federal dollars for research and development have increased substantially over the past 10 years. Likewise, industry-sponsored research continues to trend upward.

Granted the highest rating for research universities by the Carnegie Foundation, Penn State teaches students to be leaders with a global perspective. With over 6,200 full-time faculty, offering over 160 baccalaureate degree programs, Penn State is a comprehensive institution with a \$7.7 billion annual budget. At University Park, undergraduate, graduate and professional degree programs are administered within 14 colleges, including agricultural science, business, law, engineering, liberal arts, education, nursing, and a branch of Penn State's Hershey Medical School. The University's current strategic plan is available at: <http://strategicplan.Penn State.edu/>

The University is enriched with an alumni base of over 645,000 living graduates who provide incredible financial and moral support. The Penn State Alumni Association is the largest dues paying alumni association in the world. In 2014, the University became one of only 12 public universities in the nation to exceed a \$2 billion fundraising goal when its "For the Future, The Campaign for Penn State Students" raised nearly \$2.2 billion, including gifts from 176,000 alumni.

Penn State's University Park campus houses the University's central administration, its renowned graduate and undergraduate programs, and its NCAA Division-1 Athletics Department. University Park is home to more than 46,000 graduate and undergraduate students and over 12,000 full-time faculty and staff. The 13-square-mile campus is pedestrian and bicycle friendly and features an eclectic mix of historic classroom buildings, cutting-edge, modern architecture, and beautiful urban landscapes.

State College, Pennsylvania, sometimes known as “Happy Valley,” is a quintessential college town that offers residents many of the amenities of a larger urban environment in a clean, safe, and welcoming setting. Surrounded by the natural beauty of the Allegheny Mountains, State College boasts a low cost of living, excellent public and private schools, a rich local dining scene, friendly residents, ample community activities, and an abundance of outdoor recreational activities. State College, located within a few hours’ drive of New York (234 miles), Washington (219 miles), Philadelphia (200 miles), Pittsburgh (138 miles), and Cleveland (241 miles), is consistently ranked among the nation’s smartest, safest, and most livable cities. The University Park Airport offers direct daily flights to Chicago, Washington, Philadelphia and Detroit. Additional information about State College is available on its web site: <http://www.statecollegepa.us/>

THE SCHOOL OF INTERNATIONAL AFFAIRS

Established in 2007, the SIA is committed to developing the next generation of exceptional international affairs scholars and global practitioners and offers a two-year (42-credit) Master of International Affairs (MIA) program. The SIA also offers a joint JD/MIA degree, a joint BA/MIA degree and resident certificate programs in International Affairs, International Development Policy, and International Security Studies. The SIA currently enrolls between 130-140 MIA students and has an annual budget of approximately \$5 million. About one-half of the student body are domestic and one-half international, with 32 percent of SIA students identifying as racial or ethnic minorities.

The SIA faculty consists of internationally recognized scholars, whose work appears in top journals and whose books have been published by leading university presses, and seasoned former U.S. government and international organization officials. In 2016, SIA became a full member of the Association of Professional Schools of International Affairs (APSIA) after meeting a rigorous set of standards to be accepted, establishing SIA as a quality program in international affairs. Today, SIA is one of only 38 full member schools, which represents some of the most elite programs in Asia, Europe, Latin America, and North America.

The SIA curriculum leverages the depth and breadth of the University by integrating a practical and theoretical international affairs curriculum with interdisciplinary studies in Penn State’s leading Graduate programs. Following the completion of core first-year courses taught by SIA faculty, students have the freedom to pursue interdisciplinary graduate coursework with faculty not only from the SIA but also from across the rest of the University in disciplines such as business, education, engineering, law, science, and technology. The School’s focus on experiential learning coupled with the capstone requirement of a research paper or professional internship has contributed greatly to the success of SIA alumni. Students regularly complete internships in Washington, D.C., New York, and locations around the globe. Students must also meet a foreign language requirement.

The School’s strategic plan can be found here: <https://sia.psu.edu/penn-state-school-international-affairs>.

THE ROLE OF DIRECTOR

The Director is the chief administrative and academic officer of the SIA and oversees an operating budget of approximately \$5 million. The Director has substantial authority to allocate SIA's financial resources. Reporting to the Director are directors of administration, admissions, and career services. The director is also supported by professional staff in marketing and communications, development and alumni relations, and operations and planning.

The Director should possess scholarship, leadership, and management ability necessary to perform the roles of the chief executive officer and chief academic officer for the SIA. The Director should also have the experience and capacity to serve as the intellectual leader of the SIA faculty with an interest and commitment to scholarship, along with an intent and ability to inspire junior and senior faculty alike in their scholarly pursuits. The Director will continue to develop strategies, programs, networks, and personal contacts to enhance career opportunities for SIA students.

Given the collaborative and relational culture of the University, the SIA Director will lead with trust, transparency, and collegiality. The Director will play a critical role in representing SIA to external constituencies, including an active and engaged alumni base, donors, policymakers, and the community in and around State College. The Director will have a responsibility to interact with the philanthropic community, fundraise, and solicit and steward private support from alumni, friends, foundations, government institutions, and corporations.

OPPORTUNITIES AND CHALLENGES

The success of the next Director will be measured by their achievements in addressing the following leadership opportunities and challenges:

Articulate a vision and identity for the SIA; instill pride and excitement in students, faculty, staff, and alumni.

SIA is a young school that is still in the formative stages of defining itself. While the SIA has made much progress establishing its presence in the global education discourse, the School still seeks a channeling of its excellence into a distinct vision and identity that will inspire its community and guide its aspirations in the coming years. While many schools of international affairs face difficult trade-offs in determining their course, SIA is blessed with talented people and great resources to develop an expansive and exciting vision that could make an important contribution to the world of international affairs. The Director will collaborate with the School's stakeholders and broader University community in determining what areas, themes, and modes of inquiry and pedagogy will distinguish SIA from the broader community of international affairs schools. Given the quality and depth of the faculty and researchers across a broad range of disciplines, the SIA community will have an abundance of opportunities to set itself apart. The

task will be to determine strategically which areas will have the most relevance and meaning in the coming years and how to develop them thoughtfully.

Partner with Penn State's deans and chairs to continually strengthen the academic enterprise well beyond the boundaries of SIA

The Director of SIA will collaborate with the chairs of many of Penn State's departments on programs and initiatives to further expand the SIA curriculum. Each academic department has its own priorities, but there are large areas of agreement where goals and purposes overlap. As SIA continues to develop and strengthen its own identity, the new Director will need to attend persistently to this fundamental symbiosis.

As the need increases for innovative leaders that can address increasingly complex global challenges, the SIA community is well positioned to provide a cross-disciplinary education for this next generation of leaders. The Director will continue to explore creative and innovative avenues by which the work of faculty and students is more easily and effectively shared with influential institutions and individuals shaping contemporary policy. Opportunities where faculty and students could lend their expertise to the international affairs community should also be encouraged and incentivized by the leadership of the School. Moreover, the Director will also invest in infrastructure and programs that can facilitate such opportunities. Above all, the Director must set the example of how a school of international affairs can create and sustain a dialogue with the larger world that inspires action by citizens and their leaders.

Increase SIA's financial resources and alumni engagement

Working closely with School and University leadership, the Director will be tasked with ensuring fiscal sustainability through sound budget management and allocation of resources. In addition, the Director will be expected to fundraise and consider new revenue generating opportunities where reasonable. The Director will continue to communicate the value of investing in the SIA, its vision, and its academic success, whether such investments support capital projects, educational initiatives and scholarships, or related personnel matters. Specifically, the Director will enlarge the donor base by enhancing relationships with individuals, public and private sector institutions, and other mutually beneficial partners over time to ensure the School's continued success.

The Director will also develop a robust set of networking opportunities and programs to engage SIA alumni globally, incentivize their active support of students and School initiatives, and identify and cultivate prospective donors. They will also continue to enhance current alumni engagement initiatives, such as the Alumni Mentoring Network or the SIA Affiliate Program Group, both of which continue to build awareness around opportunities to mentorship between current students and SIA alumni.

Communicate the SIA story: enhance and elevate the School's visibility, reach, and impact

The Director will be a powerful advocate and spokesperson for the SIA and its role in an increasingly global society and challenging political environment. The Director will articulate the SIA's values and further make the case for its centrality in local, national, and global dialogues. The Director will have the opportunity to highlight and promote an elite, experienced faculty that includes former U.S. ambassadors, senior U.S. military officers, a CIA analyst and National Security Council senior director, a legal adviser to the United Nations and African Union, an economic consultant to the World Bank, as well as leading scholars of international affairs, all with a record of distinguished scholarship and engagement in the public discourse.

THE SUCCESSFUL CANDIDATE: QUALIFICATIONS

The Search Advisory Committee enthusiastically welcomes applicants from a diversity of backgrounds and experiences and will consider the following factors in evaluating candidates for this important leadership role. While no single individual will possess all the desired experiences and qualifications, the successful candidate should possess many of the following characteristics:

- A distinguished record of leadership in international affairs as evidenced by achievements in scholarship that merit tenure at the rank of professor under SIA's criteria with a preference for candidates who also have professional experience in the international affairs field of significant merit and gravitas.
- A leadership style characterized by flexibility, inclusiveness, integrity, and openness that involves and enables faculty and other key stakeholders to share in governance.
- A commitment to public service and the mission of a land-grant, public university.
- The capacity and intent to enhance SIA's overall reputation and service to students.
- A willingness to commit to fundraising and an aptitude for successful fundraising.
- The capacity and commitment to developing supportive affiliations with alumni and friends of Penn State.
- A demonstrated commitment to building an organization that values and practices diversity and inclusion, affirmative action, and equal opportunity.
- An appetite for innovation.
- Superior communications skills.
- The inclination and capability to contribute to the University's senior academic leadership, including the ability to collaborate with the Dean and other leaders to enrich the overall academic structure and the national and international reputation of the University as a world-class research institution.
- Strong listening skills, intellectual curiosity, and the ability to learn from others.
- Decisiveness and ability to multi-task as well as a willingness to delegate appropriately.

FOR MORE INFORMATION AND TO APPLY

Applications, which should include a resume or *curriculum vitae* and cover letter, should be sent to the following electronic mailbox: <http://www.imsearch.com/8779> . Electronic submission of materials is strongly preferred. Inquiries and nominations may also be sent to the web address cited above or directed to:

Tim McFeeley, Partner

Sean Farrell, Partner

Miguel Santiago, Senior Associate

<http://www.imsearch.com/8779>

All inquiries and expressions of interest will be held in strict confidence. For timely and comprehensive consideration, applicant materials should be received no later than **February 1st**. Application reviews will begin immediately and continue until the completion of the search process. Employment will require successful completion of background checks in accordance with University policies. Final candidates for the position will be required to complete a full background check process, including education, employment, credit, motor vehicle verifications, criminal, and child abuse checks, as appropriate. For further information about the SIA, please visit their web site at <https://www.sia.Penn State.edu/>

Penn State is an equal opportunity, affirmative action employer, and is committed to providing employment opportunities to all qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status.