



CONSULTING SERVICES IN INTERNATIONAL EDUCATION

Services Regarding the Development of a Strategic Vision and Plan for International Affairs,
Assessing the Quality and Competitiveness of International Programs,
Improving the Recruitment and Retention of International Students, and
Conducting Searches for International Education Talent

INTRODUCTION

CES is a unique organization of twelve former academic board chairs, presidents, vice presidents, higher education association presidents, and other educational leaders, dedicated to strengthening educational institutions academically, financially, managerially, and competitively. CES does three things:

- **Its leadership team offers consulting assistance** on matters of strategic importance, such as strategic planning, board development, governance, international education, executive search, and institutional finance.
- **CES owns and operates the Registry of College and University Presidents**, an organization of 150 former academic presidents and vice presidents who take on interim, senior-level assignments when vacancies unexpectedly occur, and who also support CES's consulting mission; and
- **Through a rigorous vetting process, CES prequalifies other companies serving higher education as "best in the business," and places these firms at academic institutions that require their assistance.** CES partner firms show special consideration to CES clients.

This information sheet describes the consulting services offered by the CES leadership team in international affairs. Within "international affairs," we include five broad areas of concern: international education (including education abroad), the international dimension of research and public engagement, international student matters, international administrative services, and executive search for international leadership positions. Our international consulting services are intended to assist institutions that wish to develop or refine a strategic vision for international affairs, to enhance the contribution made by international programs to overall institutional excellence, and to staff their international offices with outstanding talent. The CES international team can help institutions: (1) to assess the strengths, weaknesses, and competitiveness of their current commitments and practices in international education; (2) to identify special opportunities to achieve regional, national, or international prominence in one or more distinctive areas of international programming; and (3) to conduct, or to prepare to conduct, successful searches for a new chief international education officer or other senior international positions. We also provide *coaching and mentoring* for newly appointed international affairs staff, at both more and less senior levels.

BACKGROUND INFORMATION

In the United States and elsewhere in the world, higher education institutions are increasingly recognizing the importance of integrating a strong international dimension into teaching, research, public engagement, and administrative systems to achieve the excellence required by the global environment of the 21st century. Gifted applicants to colleges and universities are paying more attention than ever to the potential international character of their educational experiences. They are interested both in the scope and quality of the international education programs and education abroad options available to them, and in the opportunity to interact on their home campus with students, faculty, and staff from all over the world.

The advent of international terrorism and increased concern over security has made both education abroad and international recruitment more difficult for many institutions. Moreover, colleges and universities in other nations have moved quickly to capitalize on the increased anxiety many foreign students feel over the prospect of coming to America and finding themselves unwelcome, and are promoting themselves as preferable alternatives. Other significant challenges facing the contemporary U.S. higher education institution include recruiting excellent faculty with international capabilities and developing a strong international dimension in research and public engagement.

In view of these concerns, a number of national higher education associations have urged their member institutions to redouble their efforts to promote a strong international commitment in academic affairs, including education abroad, faculty exchange, and international recruitment (e.g., ACE, NASULGC, NAFSA, AAC&U, AIEA), echoing the longstanding advice of regional and specialized accreditation agencies that international experience has become a necessary ingredient of a collegiate educational experience. Despite substantial difficulties, then, American academic institutions are increasingly regarding the inculcation of “global competence” as a fundamental educational responsibility, and a number are working to establish the overall international character and reputation of their institutions as marketable “distinctives.”

The experience of CES suggests that most colleges and universities can benefit substantially from outside counsel and assistance in developing strategies for incorporating international dimensions into institutional goals and objectives, including reviewing and strengthening their current commitments to international education, growing their international enrollments, and identifying and appointing exceptional international education talent. Our objective is to tailor any analysis we provide to each institution’s individuating mission, market position, resource situation, academic and enrollment objectives, and stakeholder needs. So too with our work in international searches. CES can conduct a comprehensive review of *all* of an institution’s international academic program and enrollment components, or concentrate on a select number of issues of particular importance. Issues which CES typically examines in international education consultancies include:

- Critiquing an institution’s current international situation, including, for example: the current status of international commitments in strategic institutional and academic plans and institutional policies and practices; achievements and weaknesses regarding study abroad opportunities, the international dimensions of curricula; international enrollments; and international integration into research and public affairs.

- Identifying opportunities for creating improvements, new directions, and enhanced international education and international marketing plans.
- Assisting in incorporating international dimensions into priority institutional goals and objectives.
- Support for internationalization among trustees, institutional fundraisers, and the institution's leadership.
- Institutional capacity to leverage existing commitments in international education to maximum advantage across the college or university as a whole.
- Adequacy of existing governance and administrative infrastructure (Admissions Office and Registrar's Office staffing; board, faculty, and administrative committees; stakeholder and community support; adequacy of staffing in study abroad and international student counseling offices; etc.).
- Scope of study abroad options; the degree of integration of these educational experiences into the curricula offered on campus; the adequacy of preparation for students going abroad (intensive language training, cultural immersion, etc.); financial support for foreign study.
- Institutional knowledge of programs and options of programs offered by competitor institutions.
- Campus climate issues for international students (transition services; housing and other facilities; local transportation; financial issues; faculty and staff sponsors; ESL programs; social activities; support for spouses; cultural mainstreaming; community relations; etc.).
- Use of overseas campuses, foreign alumni, and other international resources to promote enrollments.
- Relationships with international foundations, NGOs, multinational corporations, foreign governments and organizations, cooperative education partners, international internship providers, civic organizations, etc.
- Scope and comprehensiveness of international marketing programs.
- Opportunities and obstacles presented by geographic location and distinctive regional needs.
- Potential for creating initiatives in one or more academic areas that can disproportionately advance an institution's international reputation, achieving a correspondingly favorable impact on enrollments.

SEARCH ASSISTANCE FOR INTERNATIONAL POSITIONS

CES is unique in specializing in both international education *and* executive search for international talent. We know of no other firm that offers specialized assistance in *either* of these endeavors, let alone *both*. We are distinctive as well in offering client institutions *two different search options*: for senior positions, we offer "full search management" assistance, including extensive recruitment utilizing our diverse international networks. For less senior positions, or for smaller institutions, CES can offer a reduced scope of service, tailored to meet each institution's particular needs, but generally focusing on identifying excellent candidates whom institutions would not succeed in identifying or attracting on their own. In fact, CES has joined searches that institutions began on their own, and then attracted superb applicants who had not responded to the institutions' own recruitment efforts. Further, our work and our recruitment networks encompass not only higher education, but also the international business, governmental, foundation, NGO, and human rights communities. Hence we have the capability to bring candidates from all these career paths into academic searches, as well as candidates who have excelled in both academic and non-academic international venues.

THE “CES INTERNATIONAL CONSULTING GROUP”: INTRODUCING GEORGE MATTHEWS, THOMAS J. WYLY, AND EARL KELLOGG

CES consultancies in international education are undertaken by one or more of the following individuals: **CES Board Chair George Matthews; CES Vice President Thomas Wyly; and CES Vice President and Senior International Consultant Earl Kellogg.**

GEORGE MATTHEWS is an international businessman and entrepreneur who has founded thirty successful companies. He is Chairman Emeritus of his alma mater, Northeastern University in Boston, MA, where he led the University during a renaissance witnessing dramatic improvements in academic quality, a major building program, important new initiatives in urban education and international education, and enhanced national recognition. He is also the first Northeastern alumnus to have a major physical facility dedicated in his name. George is also a Senior Fellow in the Institute of Socio-Economic and Political Studies at Trinity College, Oxford; founding Chairman of the Gorbachev Foundation of North America; and co-founder and a member of the Executive Committee of the Club of Madrid: the Club is an organization of seventy former heads of state and heads of government that promotes democratic and free market institutions in nations recently freed from totalitarianism, and that works to unite the governments and peoples of the world against international terrorism. George has owned and developed companies, organized international academic and business conferences, and promoted better international relations all over the world.

THOMAS J. WYLY has more than thirty years of experience as a faculty member, scholar, senior administrator, and consultant. He is a Fordham University alumnus and University of Pennsylvania humanities Ph.D. who taught at Penn and served in the President's and Provost's offices there. He also served for fourteen years as chief strategy officer and vice president at Bentley College in suburban Boston, during the era of its greatest growth and development. (Bentley has been recognized by *Newsweek* magazine as one of the ten “hottest” colleges in America.) Tom has held post-doctoral fellowships of various kinds at Princeton, Yale, Northwestern, Ohio State, the Claremont Graduate University, and Saint Deiniol's in Wales, and is a graduate of the Harvard Institute for Educational Management. He has served as chief higher education consultant to the International Foundation for Education and Self-Help and the National Foundation for Teaching Entrepreneurship, and served with anti-apartheid and human rights leader the Reverend Leon H. Sullivan as founding director of the *Global Sullivan Principles*, an international human rights initiative for higher education. Tom has also offered workshops and presentations for the Commission on International Affairs of NASULGC (The National Association of State Universities and Land Grant Colleges) and for a variety of other national higher education organizations, including CIC, AJC&U, ACC&U, and UNCF. His consulting practice also includes strategic planning, faculty development, and multicultural education.

EARL KELLOGG is one of higher education's most experienced international educators and leaders, with more than thirty-five years of experience as a faculty member, chief international education administrator, association and consortium executive, and consultant. Most recently, Earl served as Associate Provost for International Affairs at the University of Illinois, where he is now Professor Emeritus of Agricultural and Consumer Economics. During his leadership at Illinois, the University was recognized by the American Council on Education (ACE) as one of the nation's outstanding universities in international education. Earl has served as executive director of the Consortium for International Development (which includes eleven Western universities), and board chair of the Midwest University Consortium for International Affairs (seven universities). Earl has also served as President of the Association of International Education Administrators, as Chair of the Advisory Council for the Association Liaison Office for University Cooperation in Development, and Chair of the Advisory Council of the Partnership to Cut Hunger and Poverty in Africa. Earl has also worked for the Ford Foundation in Southeast Asia, served as Chief Operations Officer for Winrock International, and been a member of the ACE international commission. He has also consulted at many universities regarding the international dimensions of teaching, research, and public engagement. In 2006 Earl was responsible for the creation of the first council of international education organizations, and also received the University of Illinois international humanitarian award.

FOR MORE INFORMATION, please contact George, Tom, or Earl directly at:
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Earl Kellogg at: **Tel:** 217-621-6610 or **Email:** ekellogg@uiuc.edu.

The CES fax line is: 978-538-7544

Please see attached listings of organizations served and academic clients.



**ORGANIZATIONS WITH WHICH MEMBERS OF THE CES LEADERSHIP TEAM
HAVE BEEN ASSOCIATED, IN DIFFERENT CAPACITIES**

The Gorbachev Foundation of North America

The Club of Madrid

USAID

The Leon H. Sullivan Foundation

The *Global Sullivan Principles* Human Rights Campaign

The International Foundation for Education and Self-Help

Winrock International

The Partnership to Cut Hunger and Poverty in Africa

US Department of Agriculture

International Food Policy Research Institute

The National Foundation for Teaching Entrepreneurship

The Consortium for International Development (western public universities)

The MidWest University Consortium for International Affairs
(midwestern public and private universities)

Higher Education for Development

The Ford Foundation

The International Arid Lands Consortium

The International Forum of the Americas

Partners Healthcare, Inc. (Harvard-affiliated teaching hospitals)

**The Association of Jesuit Colleges and Universities Multicultural Affairs
Conference**

The Upstate New York Alliance for Innovation

**ACADEMIC INSTITUTIONS WHERE CES LEADERS HAVE TAUGHT,
SERVED AS SENIOR ADMINISTRATORS OR TRUSTEES, OR CONSULTED**

The University of Pennsylvania
The University of Illinois
University of Arizona
Northeastern University
Yale University
Princeton University
The University of Cincinnati
Rochester Institute of Technology
Cornell University
The University of Rochester and Medical Center
The University of Buffalo
The University of Pittsburgh
The Ohio State University
The Claremont Graduate School
Michigan State University
Northwestern University
Hahnemann University
De Paul University
Quinnipiac University
Elizabethtown College
Stonehill College
Bentley College
Goshen College
Marist College
Southern State College
College of Saint Anselm
College of Saint Rose
Green Mountain College
Trinity College, Oxford

