

Recruitment Profile

Head of Internationalisation Strategy

'International networker who, with vision, persuasiveness strategic insight and the capacity to connect, makes thinking and acting globally second nature within the University of Twente.'

September 24, 2019



UNIVERSITY OF TWENTE.

Employer
University of Twente

For more information about the position

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1 Introduction

We are currently looking for a Head of Internationalisation Strategy for the University of Twente (UT).

This document is intended to provide insight into the most important tasks, responsibilities, and competencies that belong to the position of Head of Internationalisation Strategy at the UT. Within this context, the organisation, mission, vision and most important future developments of the organisation will be discussed. Furthermore, a description is given of the vacant position, the desired capacities/competencies, knowledge, experience and associated employment conditions. Lastly, a description of the selection procedure is provided.

For more information, we advise you to please consult the UT website (<https://www.utwente.nl>).



2 The Organisation

Mission of the University of Twente

*The University of Twente is here to empower society through sustainable solutions.
We choose to be the ultimate people-first university of technology.*

The mission of the UT is to strengthen society through sustainable solutions. The UT chooses to be the ultimate *People-first University of Technology*. It uses pioneering scientific knowledge and technologies and integrates different perspectives and disciplines. Strengthening people and society comes first. Constant dialogue with multiple kinds of partners and stakeholders enables the UT to offer solutions for the challenges with which people are confronted within their environment. The UT wants to positively change society for the better and is convinced that it has the means and the possibility to make real and sustainable changes, which will benefit many people.

History and future

Since its founding in 1961, the UT has been committed to addressing economic and social issues through breakthrough combinations of technical and social science. The reason for its foundation was to strengthen the industrial legacy of the region of Twente and to improve the well-being of its population. This means that a focus on the relevance and application of new technology for its most important stakeholders is in the DNA of the University of Twente. The UT approach is characterized by out-of-the-box thinking in order to initiate change, progress and innovation. This has led to a leading position in the Netherlands and Europe as an entrepreneurial university. The aim of the UT is to create value for and to have an impact on partners and stakeholders in the region, in the Netherlands, in Europe and society in general.

University of Twente characteristics

Research at the UT is driven by a hybrid engine: its curiosity about profound academic and technical problems and the drive to contribute to solutions for economic and social challenges are both part of this engine. The UT presents a technical approach to societal challenges by combining fundamental technological research, social science research and design thinking.

Its campus is both a living laboratory and a meeting place. A setting where students have reliable and innovative learning experiences. It can be seen as a hub for innovation, social exchange and networking. It is a safe and open environment for people who study, work, meet and/or reside there. Combined with a common research culture, the UT attracts employees and guests from all over the world to collaborate in innovative research consortia.

An extraordinary university

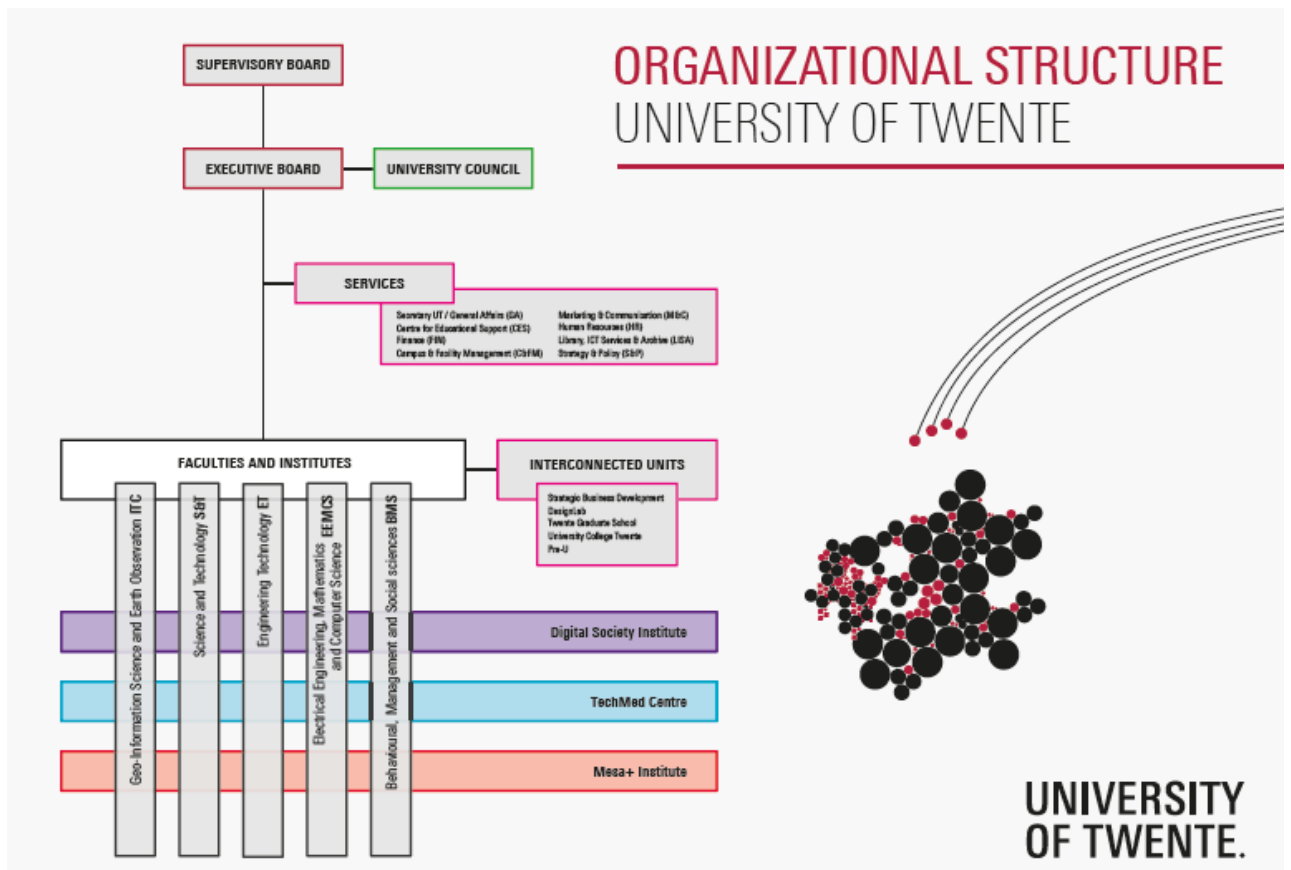
The UT is an extraordinary university, with approximately 3150 employees (figures 2018). The UT is the only university that combines beta and technology with social sciences. It does so consciously, based on strong confidence in the added value of transdisciplinary research and education.

The UT is a young university that is used to thinking and acting in a problem-solving and pragmatic way. This has made the UT a very entrepreneurial university, with the most spin-offs in the Netherlands.

Only recently the UT, together with twelve other innovative European universities, has started to develop the higher education of the future: ECIU University.

University of Twente researchers rank among the world's top in many fields. For the fifth time in a row its position in the 'Keuzegids for Universities' (a yearly ranking of Dutch universities), has increased. Eight programmes at the UT have received the designation 'top education', in the 'Keuzegids for Universities'. Furthermore, the 'Keuzegids Hoger Onderwijs' (which rates higher educations in the Netherlands), has proclaimed all education at the UT to be among the top in the Netherlands.

The UT will further strengthen this position.



About the Strategy & Policy department

One of the supporting services at the UT is the Strategy and Policy (S&P) department. This department coordinates the formulation, design, monitoring, and adjustment of strategy at the UT. 27 employees strong, the S&P focuses on improving education, research, transfer of knowledge and internationalisation. S&P can be seen as a spider in the web between the Executive Board, faculties and scientific institutes. It maintains intensive contacts with other universities, higher educational organisations, and other stakeholders.

The management is led by the director and consists of the following components:

- 1 Cluster Education Policy.
- 2 Cluster Research & Knowledge Transfer.
- 3 Cluster Internationalisation.
- 4 Cluster Policy, Data & Analytics.

In addition, the management is responsible for several flagship projects:

- 1 Shaping 2030 (the new UT strategy for 2030, in which a new type of university is being developed)
- 2 ECIU University (in which the management shapes the prestigious European Universities project)

In addition to this vacancy, the S&P management also has an open vacancy for a Medior Education Policy Adviser and an open vacancy for Head of Internationalisation Strategy.

About the Internationalisation cluster

2015-2020 Internationalisation Strategy

The UT has had a very ambitious internationalisation strategy in recent years. Its conviction is clear: naturally, knowledge has no limits. Universities operate in an international arena where they compete for talent, resources, financing and a position within promising networks. Moreover, universities actively welcome the world into their home region to promote local growth and development.

Future graduates of the UT will work in fully international working environments. Knowledge will be developed in the future in collaboration with international partners and for an international context. The UT will train students to become world citizens of the future.

The internationalisation vision “Educating the global citizen” is clear about the objective: the combination of academic excellence, entrepreneurial spirit and international orientation gives the UT more social impact than ever before. To achieve this, the cluster has formulated the following ambitions:

- Focus on curricula that prepare students for an international career, both in the Netherlands and abroad, with special attention to the international dimension of UT's programs and research.
- Instrumental in national and international networks of knowledge institutions and companies that enable the UT to profile itself and to continue to capitalize on existing networks.
- Building an attractive international university community with great diversity and increased mobility.

Many of these ambitions have since been realized. The result: the UT has demonstrably become more international in the last 5 years, both in terms of students and colleagues. Currently, 40% of the students' intake is international and 1/3 of the staff joined from abroad. The working language at the UT has been English from January 1, 2020. This positions the UT at the forefront of the Netherlands and beyond.

The assignment

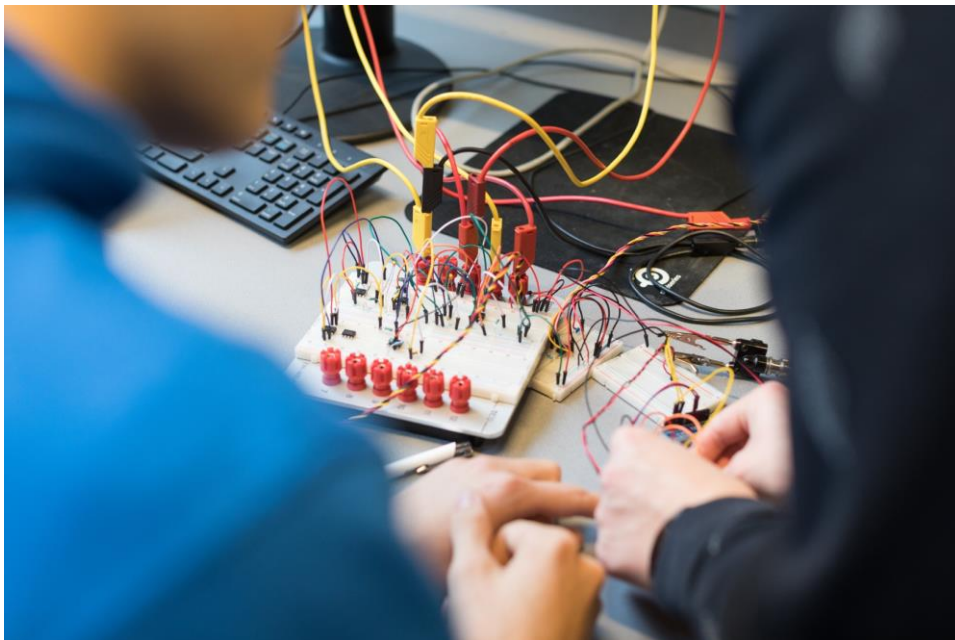
Under the leadership of the new Head of Internationalisation Strategy, the UT will work on the next step: more qualitative growth improvement. The task remains to ensure that UT attracts the right people from all over the world. This includes questions such as: how does the UT find an optimal ROI of internationalisation for Dutch society and the region? How does internationalisation become something that suits everyone, benefits everyone and becomes a widely supported and more "ongoing process" at the UT?

At the moment, the S&P management and beyond are working hard on the future mission and vision of the UT, whereby the further development of the relationships between the UT and the region, Europe and the world is one of the important aspects. This will ultimately be implemented in the "Shaping 2030" strategic plan. The new Head of Internationalisation Strategy will play a very important role in this.

In addition, the new Head of Internationalisation Strategy will be an important representative of the UT for the strategic partners abroad, and in developing relationships in the strategic target countries of the UT.

Team

The Internationalisation Strategy team, which you lead hierarchically, that exists for this assignment consists of 6 people including yourself. The members of the team have excellent relationships within the university and beyond and act as important intermediary". The team combines a "can-do mentality" with thought leadership in the field of internationalisation.



3 The position of Head of Internationalisation Strategy

As Head of Internationalisation Strategy, you will form the MT of the S&P Directorate with the director and 3 other managers. You advise the Executive Board, the deans, the faculties, the researchers and external stakeholders across the board on all matters related to internationalisation. You coordinate the development and implementation of all internationalisation aspects of the new 'Shaping 2030' strategy, and you ensure that internationalisation becomes a fully 'ongoing concern'.

You are responsible for building and maintaining relationships with international financiers, the business community and (inter)national knowledge institutes. You form and maintain joint alliances with foreign strategic partners, and you represent the university during (inter)national forums. Your connecting capacity is crucial here. You have a nose for finding out which consortia the UT can work with best and you ensure follow-up to realize that cooperation. You have contacts with, among others, those responsible for internationalisation at other universities, with policy staff from ministries, NUFFIC, municipalities, Saxion University of Applied Sciences, the province, Brussels and in network organizations such as Nether and EAIE.

You identify and bring in relevant foreign trends in politics/society/academia and you know how to translate them into the internationalisation strategy of the UT. Conversely, you have a solid strategic vision and you communicate UT's strategy to various stakeholders. You have excellent political knowledge and know how to use it effectively towards The Hague / Brussels, and you ensure that the UT is internationally positioned and known.

Furthermore, you are also an effective connector within the UT. You are able to get relevant parties to collaborate by convincing them of the usefulness, necessity, concrete objectives and desired results of internationalisation. To do this, you proactively maintain your UT-wide professional network.. From administrators to program directors and coordinators, you have an excellent understanding of the political-administrative complexity of the academic and political world and you know how to move through this world in an effective way.

You will lead a pleasant group of professionals. The atmosphere within your cluster is informal, the staff are accessible and willing to help each other. You have a challenging position in a professional organization where people work hard, and the quality and commitment of the employees is high. You are able to coach and further develop others in your field and within your cluster. You bring many "extras" with you, including your experience in the field of political influence and your international network. You also have practical competencies such as the ability to resolve complex issues with others within the cluster and to set clear priorities.

With your personality, network, vision, input and drive you make an important contribution to the internationalisation process at the UT and you ensure a clear positioning of the UT on the international academic stage of education and research.

4 The profile

The Head of internationalisation Strategy that we are looking for is an experienced manager with a great passion for the international academic world, strategy development, research, education, networking and collaboration. A 'networking strategist' who is persuasive and able to strengthen international strategic thinking and actions throughout the entire UT, with original ideas and passion. You are also able to express the UT's vision.

You do not back away from resistance, but know how to bend it to cooperation with the right arguments and communication style. You do not see internationalisation as a problem, but as a way to solve problems and achieve results. It is visible to others that you are having fun in your work and you think pioneering is the best thing there is.

We expect you to be a fully-fledged discussion and sparring partner who will connect easily with the executive board, the deans, researchers, and external stakeholders such as universities, governments, VSNU, research institutes, companies and the like. You bring a large international network. You have well-developed political-administrative knowledge and skills and you are also sensitive to, and you can deal well with, international cultural differences. If you have experience abroad, that is a strong plus.

You are "outgoing", used to making contact with other people at all levels and you know how to inspire with your personality and vision. You are accessible and socially and communicatively strong. You focus on mutual cooperation and you enjoy bringing external parties and the UT together and achieving cross-fertilization within the UT and between the various clusters within the S&P department. You are able to insert the theme of "Internationalisation" within the DNA of the UT.

You are a hierarchical manager, but not in the classical sense. You act as a primus inter pares in your Internationalisation Strategy team. Your team can rely on you to make appropriate choices and to set sensible priorities. You are able to form an effective team consisting of people with varying expertise. You are a good sparring partner and coach, you recognize and use the 'strengths' of your people and you give them the space to give their personal interpretation to a project portfolio. You put your team in a good position to share its knowledge. You lead in a sympathetic way and promote the continuous development and improvement of people and processes.

With your management experience and mature management skills you are more than welcome to further strengthen the MT of the S&P management. You demonstrate a balance between autonomy and collaboration. Knowledge of education, research, valorisation, and internationalisation in education are essential.

The candidate to be appointed, also possesses:

- A completed academic education with a great passion for internationalisation in the academic world.
- Good knowledge of the (international) developments in the field of higher education policy and the challenges facing ambitious universities.
- Multi-year managerial experience (coaching leadership).
- Relevant experience in business, or in "the Brussels" and/or "the Hague" politics is an advantage.
- Strongly developed intercultural sensitivity.

- Good political-administrative knowledge and skills and strong at stakeholder management.
- A true connector and networker: focused on collaboration and connection, both internally and externally.
- Conceptual thinker, with innovative ideas and a clear vision of internationalisation issues.
- Result-oriented and capable of translating policy intentions into implementation practice.
- A large international network in the field of higher education or the ability to build this up quickly.
- Excellent communication skills; can listen and speak well, is visible internally and makes the UT visible internationally.
- Able to include people/parties in the new 'Shaping 2030' strategy, using natural persuasiveness.
- Has strong personal leadership and is a self-starter.
- Demonstrable experience with successful leadership in complex administrative environments.
- Excellent written and spoken English (IELTS C1-C2).

Competencies:

- Entrepreneurship.
- Networking.
- Collaborating.
- Sociability.
- Developing and promoting a vision.
- Results-oriented.
- Risk aware.
- Decisive.
- Communication.
- Environmental awareness.
- Diplomatic skills.
- Independence.
- Coaching.

5 The employment conditions

The UT offers a fascinating and diverse position, in which you receive plenty of professional space to make a fundamental contribution to the development of the research policy of the UT and can really make a difference in people's well-being. The combination of natural and social sciences, the small scale, and the entrepreneurial nature of the university ensure that you can fully experiment, collaborate and achieve results, while developing professionally across the board. The UT is the university for you if a *High tech - Human touch* approach appeals to you!

At the UT, there are short communication lines. The UT is a pleasant, easily accessible organization where committed and enthusiastic employees work together with a passion for their joint mission in science, research and education. The UT is a very content-driven club, is financially sound and is a world leader in many fields.

In addition, the pleasant campus with enthusiastic students and the leafy environment make the working environment extremely pleasant.

The gross monthly salary is a maximum of € 6,133,-- depending on your background and relevant experience. This salary is according to scale 13 of the Collective Labour Agreement Dutch Universities. In addition, the UT offers excellent facilities for professional and personal development, a holiday allowance of 8% and a year-end bonus of 8.3%. S&P invests a lot in training and coaching.

This is a full-time (38-hour) employment contract. Working part-time is, of course, negotiable. The UT offers a contract for a year with the option of a permanent appointment.



6 The selection procedure

The selection contains the following phases:

1 *Preselection by Leeuwendaal.*

The pre-selection interviews at Leeuwendaal are planned in week 44/45/46. You will speak with one of the advisors at our office in The Hague or in Utrecht. Nomination of candidates at the UT takes place in week 46/47.

2 *Selection interviews at the UT.*

The follow-up procedure at the UT consists of two rounds of discussions in week 47/48 with a selection and advisory committee. The first round will take place on Friday, November 22, 2019, the second round on Tuesday, November 26, 2019.

3 *Assessment.*

After the discussion round (s), a further development assessment may take place in week 48/49. A background check and reference examination are also part of the procedure.

4 *Terms of employment interview.*

The conditions of employment interview will take place at a time to be determined in week 49/50. We aim to complete the procedure before January 1, 2020.

If interested, we would like to receive your CV and motivation letter as soon as possible, but no later than October 22, 2019. Due to the careful search for the very best candidate, the vacancy is open for a long time. However, we strongly request that you respond as quickly as possible. You can make your response known via the vacancy on the site www.leeuwendaal.nl.

Discussions with candidates by the adviser of Leeuwendaal take place at the Utrecht or The Hague location.

For further information, please visit www.utwente.nl.