RECRUITMENT PROFILE

Head of Internationalisation Strategy

‘Convincing strategist and organizer who, with a sense of cooperation, sets out an integral internationalisation course within all ranks of the University of Twente and further develops the team.’

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EMPLOYER
University of Twente

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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

2.1 About de University of Twente

Mission
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 combines an engineering perspective with fundamental research aimed at solving social challenges. According to the ‘Keuzegids Hoger Onderwijs’ (a well-known selection guide on choosing universities), the UT is the best technical university in The Netherlands.

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 programs 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.

2.2 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.

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

- Shaping 2030 (the new UT strategy for 2030, in which a new type of university is being developed).
- ECIU University (in which the management shapes the prestigious European Universities project).
2.3 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.

Internationalisation vision
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. What is more, 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.

2.4 The assignment
The UT has one of the most ambitious strategies among Dutch higher education organisations. The ambition is to develop a new type of higher education that is closely linked to major social challenges. To this end, the UT develops new forms of education and research, together with its partners in The Netherlands and abroad. The Covid-19 crisis has strengthened the UT in the conviction that it is on the right track with regard to its relevance to major social challenges.

Under the leadership of the new Head of Internationalisation Strategy, the UT will work on the next, more qualitative step in the field of internationalisation. The challenge remains to ensure that UT attracts the right people from all over the world. This also includes questions such as: how does the UT find an optimal ROI of internationalisation for Dutch society and the region? How does the internationalisation of the UT become something that suits everyone, benefits everyone and even becomes a widely supported and more ‘ongoing process’? The new Head of Internationalisation Strategy will play a very important role in this.
2.5 Team

The new Head of Internationalisation Strategy will be an important face of the UT in the perception of strategic partners abroad and he or she will be developing relations in the strategic target countries of the UT.

You will be part of a team that, in addition to you, consists of 5 people, to whom you manage hierarchically, as a cooperating supervisor. The members of the team all have excellent relationships within the university and beyond and act as real networkers within the “web” of people. The team combines an entrepreneurial spirit and thought leadership in the field of internationalisation.
3. The position of Head of Internationalisation Strategy

3.1 The assignment

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, you contribute to rethinking and further developing the internationalisation vision of the UT and you ensure that internationalisation becomes a fully ‘ongoing concern’.

3.2 Tasks and responsibilities

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 organisations 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 are 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. With great organisational skills you know how to create impact. This is necessary because internationalisation expertise - and a more detailed completion / follow-up of the strategy - is also topical in other organisational units of the UT.

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 organisation 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 the ability 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.
3.3 The profile

The Head of Internationalisation Strategy that we are looking for is a visionary strategist with a passion for: the international academic world, strategy development, networking, organising and collaborating. Someone who can connect others and convince them well and someone who is able to further strengthen international strategic thinking and acting within the entire UT, using original ideas. It is your task to further develop your team and to establish a strong link of the theme of internationalisation within all ranks of the university. At the UT, approximately 30/40 FTEs are concerned with the theme of internationalisation. You make the connections and, together with your team, establish an overarching and supported strategic vision. You will build an internal network in the field of internationalisation, you will think ‘out of the box’ and your ideas will integrate possibilities.

You ensure that the theme of internationalisation is given a central place at the university, and within all ranks of the UT you create the fundamental awareness that internationalisation goes much further than hiring international students. You will understand the implications of internationalisation for the UT and guide the UT to the next phase in the internationalisation process in an inspiring way.

You do not shy away from resistance and by using the right communication style and the right arguments, you create a more cooperative atmosphere. You have a vision of internationalisation with regard to universities and you love to get ideas and people in line. Pioneering is the best thing there is and people can sense that you are having fun with your endeavours.

We expect you to be a full-fledged discussion and conversational partner. You easily interact with the Executive Board, the deans, researchers, and external stakeholders such as universities, governments, VSNU, research institutes, companies and the like. You have a well-developed sense in how to deal with political-administrative situations and you are also sensitive to international cultural differences, fully able to deal with them. The UT finds it an advantage if you have both experience abroad and an international network.

You are a hierarchical manager, but not in the classical sense. You act more like primus inter pares in your Internationalization Strategy team. You make good choices and set the right priorities, being a stable factor in the team. You bring cohesion and clarity (in tasks and responsibilities) to your team and the organisation. You put your team in a good position to share its knowledge. You are a good sparring partner and coach, you recognize and use “strengths” of your people and you give them the space to give their own interpretation to a project portfolio. Like a good sports coach, you position your team and ensure that you share your knowledge. You sympathetically strive for continuous both individual and team development and improvement of 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.

In short, the right candidate at least possesses the following qualities:

- A completed academic training.
- Minimum 2 years of (coaching) managerial experience (as a hierarchical manager, and / or as a program or project manager).
- Good knowledge of higher education policies.
- Good knowledge of internationalization and (international) developments in the field of higher education, including knowledge of the challenges that ambitious universities face.
A true liaison and networker: focused on collaboration and connection, both within the organisation and externally.

Good sense of administrative politics and strong in stakeholder management; familiar with working in complex administrative environments.

Conceptual thinker with innovative ideas.

Result-oriented and able to translate policy intentions into implementation practice.

Excellent communication skills; can listen and speak well, is convincing.

Strong personal leadership and self-starting ability.

Excellent English language in both speech and writing (IELTS C1-C2).

Relevant experience in the business world or in “Brussels” and / or “The Hague” is an advantage.

Knowledge of research and valorisation is seen as an advantage.

**Competencies**

- Strategic
- Developing and propagating vision
- Networking and connecting
- Collaborating
- Decisiveness
- Coaching
- Results-oriented
- Communicating
- Organisational sensitivity
- Diplomatic
4. 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 organisation 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 € 6,317,-- 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.
5. The selection procedure

The selection contains the following phases:

1. Preselection by Leeuwendaal
   The pre-selection interviews at Leeuwendaal are planned in week 31/32. 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 32.

2. Selection interviews at the UT
   The follow-up procedure at the UT consists of two rounds of discussions in week 37/38 with a selection and advisory committee. The first round will take place on Tuesday, September 8, 2020, the second round on Monday, September 14, 2020.

3. Assessment
   After the discussion round(s), a further development assessment may take place in week 38. 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 39.

We aim to complete the procedure before October 1, 2020.

If interested, we would like to receive your CV and motivation letter as soon as possible, but no later than July 26, 2020. You can make your response known via the vacancy on www.leeuwendaal.nl.

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

Contact details
For substantive questions about the position, please contact Birgitte de Keijzer or Corinne van der Salm, recruitment and search consultants, and for questions about the procedure with Helga van Leeuwen, searcher. They can be reached on 088-00 868 00.

About using Zoom
Working from home and video conferencing have been established at Leeuwendaal for years. In the past, we have invested heavily in our technical infrastructure that facilitates smooth and safe remote collaboration. The intake interviews with clients, preselection interviews with candidates and subsequently the selection interviews with the committee are planned and organized from Leeuwendaal via Zoom. Experience so far teaches us that both candidates and clients experience this way as positive. More information about using Zoom and dealing with privacy-sensitive information can be read on our site: https://www.leeuwendaal.nl/zo-werkt-leeuwendaal-veilig-met-zoom/.