

## The Do's and Don'ts of Up and Coming Professionals

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### Survey of leaders in international education

#### Do:

- Dedication, Integrity, and Enthusiasm (25)
- Be open to new ideas/actively contribute (13)
- Offer new ideas/fresh perspectives (10)
- Show a Positive Attitude (9)
- Get additional experience -volunteer, present, etc. (9)
- Professional Image (6)
- Preparation (5)
- Ask Questions (3)

#### Don't:

- Have a bad attitude, be arrogant or rude (16)
- Refuse to go beyond your job description or task (13)
- Convey an unprofessional image, in social media and otherwise (9)
- Focus on the small/narrow picture (7)
- Feel entitled to a certain role or job (7)
- Focus on the personal benefits like travel (5)

### Advice from leaders on how to build a positive reputation

- Learn from others (16)
- Grow your network (16)
- Be friendly, approachable, respectful (13)
- Volunteer, contribute (9)
- Maintain your image and reputation (6)
- Be reliable/ethical (6)

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#### **Complete Survey Responses**

## **Things that Build Positive Impressions**

### Dedicated/Showed Integrity/Enthusiasm – 25

1. Work really hard - long hours and dedication!
2. Are conscientious about their commitments and obligations.
3. Some are willing to exceed expectations in whatever role they have.
4. Demonstrated true commitment to building intercultural awareness/competence (not just lip service)
5. Be willing to do whatever is needed to make programs/students/colleagues successful.
6. Be open to positions/responsibilities they weren't anticipating
7. Stepping up when there is a need, even though the needed help may be "below their pay grade" as may be the case when there is turn-over or otherwise absence of a colleague in a different role.
8. Gone above and beyond, worked off the clock
9. Showed passion for the larger goals/visions of the field
10. Getting into the field of international ed intentionally because it interests them, i.e. not just because they held a variety of positions at a particular school and "fell into" this one
11. Shown incentive to learn by attending preconference trainings, conferences, and doing in-house research with available tools.
12. Been open to new responsibilities
13. Demonstrating an eagerness to become involved in the profession outside the basic responsibilities of the office ... conference participation, presentations, etc.
14. have passion and long-term commitment to the field
15. New professionals tend to present an eagerness to learn and move forward.
16. Being curious about the work which leads to asking good questions, showing up ready to participate in meetings, and learning as much as possible about the campus community so that the IE professional can pass the knowledge onto students/scholars.
17. Demonstrating a passion about the field
18. Shown enthusiasm about the field
19. Can-do attitude. When asked to create a program or lead an existing one, a new advisor makes a great impression if s/he says, "I'm happy to do this" - even if there's a follow up in saying, "Do you have some tips or guidance to help me do this as successfully as I can?"
20. Demonstrated passion for the field (career vs. job).
21. Demonstrated integrity (recruiters stay at fair from open until close rather than take off to the beach)
22. Be ready to volunteer with local, regional or national level opportunities even when the volunteerism is not "glamorous" and may not be directly tied to a professional path. The networking that happens is invaluable!
23. demonstrated integrity
24. demonstrated willingness to work hard
25. demonstrated that they truly care about our international students and scholars

### Open to New Ideas/Input – 13

1. Are agreeable new ideas and working in different ways
2. Some are very open to new ideas and cultures.
3. Some are eager to learn from their new colleagues.
4. Seek input from others
5. Sincere interest in learning from others

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6. Seek out the advice of more experienced professionals in making judgment calls
7. Been tolerant and receptive to learning about others (cultures, etc)
8. A willingness to learn new skills.
9. Willingness to ask questions and learn at conferences.
10. Expressing a genuine interest in other cultures and caring about the individual before them without being limited by the filter of recent history or stereotypes.
11. Reaching out to colleagues to talk through confusing issues, no matter how "basic" it may seem. Asking for advice shows thoughtfulness and caring - and shows self-reflection.
12. Seek out a variety of opportunities to observe and learn more about the diversity within the IE profession.
13. Engage in dialogue when they have ideas/contributions while also actively listening to the contributions of others.

Offered New Ideas – 10

1. Tell me things about the field I don't know (offer fresh perspectives)
2. Find new avenues of communication with students.
3. Create new models for international student cross-cultural exchange.
4. Create interactive learning opportunities, including teaching regulations.
5. Educate staff and faculty about different cultures and learning styles
6. Thinking creatively and offering suggestions to make our office more effective, provide better service, or in some way enhance what we do.
7. Bringing suggestions that have been thought through, such as developing an idea into a proposal that answers the questions: Why should we do this/what will it do for whom? What will be required/what might it cost? What are potential negative consequences (best and worst-case scenarios)? How will we know whether we're succeeding? How might we begin to implement it?
8. Volunteering to review, reimagine, and improve internal ISSS office processes.
9. Sharing of knowledge and resources
10. Engage in dialogue when they have ideas/contributions while also actively listening to the contributions of others.

Showed Positive Attitude – 9

1. Smile. Be positive and offer to help or volunteer---you will be surprised where/what it can lead to.
2. Be positive!
3. They are compassionate and empathetic.
4. Exhibiting a positive attitude toward international education and the acceptance of new students from around the world
5. They bring a positive and less jaded attitude to the table. They seem more willing to work with government agencies with less frustration and impatience.
6. open and friendly demeanor
7. overall positive attitude about their work and life
8. Collegiality
9. Be kind, warm and understanding of those who you are advising

Additional International Education Experience (Volunteer or Professional) – 9

1. Been involved in professional activities
2. Offered posters or sessions at regional and annual conferences
3. Taken full advantage of opportunities for networking and better understanding the field at conferences

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4. Involvement in state-level international education organizations.
5. Get involved early at a local level (take initiative)
6. Becoming involved in the immigration and international education discourse on a level higher than the local campus.
7. Participating in professional development activities
8. Participation in professional meetings and professional development opportunities - no matter how small or big. I'm always impressed with new (and prospective) professionals who challenge themselves to present (or co-present) about any aspect of the work they do (or want to do). There's always something new to be learned, and new professionals have something to share -- even if they don't realize it at first. Participation requires collaboration, and collaboration is how we network.
9. Volunteering in the field - volunteering at a regional or annual conference is a great way to learn about the field

Professional Image – 6

1. Write well and speak articulately.
2. They are organized.
3. Introduced themselves confidently and professionally and told me what they were looking to accomplish
4. Demonstrated intelligence (new professionals are capable of learning and continually improving themselves and their work product)
5. Professional demeanor and dress.
6. Behave professionally and be courteous. Manners count

Came Prepared – 5

1. Be prepared. Do your research ahead of time so you can showcase your knowledge
2. Been able to speak intelligently about the field
3. Shown evidence of having done some research on the field and best practices independently.
4. Demonstrated an awareness of global affairs and have the capacity to discuss how our work may influence or be impacted but world events.
5. Done research on my office and myself before applying for positions - this shows up in cover letters, etc.

Additional NAFSA Experience – 5

1. Attended NAFSA conference (both regional and national)
2. Applied for a NAFSA leadership position
3. Presented a NAFSA session
4. involved in the field (NAFSA leadership positions)
5. Participation in state and regional programming and volunteer opportunities, and the NAFSA Academy.

Asked Questions – 3

1. Asking questions.
2. Asked informed questions
3. Ask questions - we are always learning and this is especially true of new practitioners.

Other – 19

1. Be respectful of my time
2. Follow up with "thank you"s after meeting
3. Remember me later
4. Support the students in every way to help them when they need it the most.
5. They are flexible and respond well to the "need of the moment".
6. take initiative
7. Take initiative - ex. look up the regulations
8. keep current on trends and legislation affecting the field
9. New professionals still seem to like working with international students, which is refreshing.
10. Outgoing, listen to mentors, bring new ideas to office
11. Willingness to network and build a professional cadre as a resource. and maintaining a positive and helpful personal attitude.
12. Showing a willingness to help.
13. If you have a question, don't just ask someone to give you the answer. First, use all the resources you have available (NAFSA manual, regulations, etc) and determine what you think the answer is. Then, run your solution by a colleague. Ask your colleague what resources they use and to show you how they came up with that solution.
14. When someone shows you how to do something (for example, how to authorize part-time on an I-20), write down the steps in a way you will be able to remember them. Make a repository of this information for yourself, like a wiki site. In my office we have a Google wiki site for all of our policies and procedures, and we also record solutions to unique and/or complicated student issues so that we can go back and refer to them if necessary. This allows us all to "help ourselves."
15. Tell me what is the best way for me to teach you. Do you learn best by doing? Do you learn best by reading the instructions, observing me with other students, or do you like to just jump in and figure it out as you go? What are you good at, and what are you bad at? Clearly communicating these things with your colleagues (and asking them to communicate to you, too) can aid in forming a powerful team that plays to each team member's strengths.
16. Recognized IE as a professional field
17. Desire to assist with presentations as they feel comfortable.
18. Interest in being involved.
19. Shared sense of values

## **Things that Build Negative Impressions**

### Rudeness/Arrogance/Bad Attitude - 16

1. Be arrogant or rude
2. Insult me or someone I'm with
3. Critique without offering suggestions on improvement
4. Short and rude communications
5. Making negative assumptions when something doesn't quite work the way we would want it to, whether it be about the motivations/character of a co-worker who has made a mistake or higher-level decisions in the institution that one doesn't understand.
6. Manage their expectations of others (getting upset when things don't go their way)
7. negative attitudes
8. unwelcoming demeanor (feel "above" others)
9. Closed social cliques

10. Acting with an absent mindedness of the common humanity shared by people from all reaches of the globe.
11. Negative and cynical attitude.
12. Over confidence.
13. Showing a lack of enthusiasm.
14. Not having a sense of humor about the stress
15. Expressing shyness rather than openness and friendliness.
16. don't practice active listening skills

Not willing to accept work outside of or learn more than what's in their strict job description - 13

1. The "that's not my job" attitude that insists on a narrowly defined job description rather than rests on a broadly defined willingness to provide the best possible service. (My assumption is that an office is not abusing this and is reasonably well-run.)
2. Not as likely to volunteer as much.
3. Quick to draw lines of where my job starts and stops (i.e. I'm not helping!)
4. Seeking rewards (bonus, promotion, salary increase) without having shown that one can deliver at a higher level than the strictly interpreted current job description. Advancement must be earned.
5. Refused to go above and beyond, for example not willing to work beyond 5pm
6. Not wanting to take on new responsibilities.
7. Being closed-minded to discussions of best practices that challenge preconceived notions.
8. Not demonstrating any kind of energy for learning something new beyond what is required for the basic performance of assigned tasks.
9. Not being willing to learn new/different skills
10. Unwilling to present or take on leadership positions (no matter how small) because they say, "I'm not an expert." We are not "experts," but we rely so much on open discussion and debate. If everyone waited for an expert to take the lead, we wouldn't have conferences to attend.
11. Treated their job simply as a job (unwilling to go above and beyond when necessary)
12. Been unable or unwilling to learn new knowledge and skills
13. Not volunteering at all or only looking for "glamorous" opportunities that have a direct link to an immediate outcome.

Poor/Unprofessional Image (Social Media or Otherwise) - 9

1. Represented themselves poorly in social media
2. Bad manners
3. Talk more than they listen.
4. Rigid
5. Made typos and grammatical errors in their emails, profiles and CVs
6. Partied too much at conferences
7. not listening
8. Unprofessional dress and demeanor
9. Unwillingness to turn off technology while presenters are speaking.

Narrow Scope/Focusing on the Small Picture - 7

1. Not understand the bigger picture beyond their world.
2. Some don't want to learn about the job from the student's perspective. They want to tell students what to do, but don't check to see if the information makes sense to the student.
3. Not be aware of issues in the field.

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4. Using finite experience ("the one time I dealt with this situation") as entirely dispositive information on a given topic
5. Not being curious about the wider landscape of international education and the populations with whom we work
6. focus only on the small picture of what they are tasked with doing instead of the big picture of internationalization
7. Only focus on what they think they want out of IE, look too narrowly at the field of IE and miss opportunities to engage in diverse activities.

Acted entitled to a better job - 7

1. Some don't want to grow into leadership roles. They want to start off as managers or assistant directors right away.
2. Expressed/demonstrated a sense of 'entitlement' to advance professionally with minimum real-life experience (i.e. one study abroad program, 1-2 years of professional experience, etc.)
3. Assume that working for a few years in the field means that they are ready for a senior leadership position.
4. Assumption that a Master's degree entitles them to a higher level position and an office with a door.
5. Trying to leapfrog over more experienced professionals in the field, and assuming positions they really aren't ready for
6. Seeking rewards (bonus, promotion, salary increase) without having shown that one can deliver at a higher level than the strictly interpreted current job description. Advancement must be earned.
7. Demonstrated a sense of entitlement or overestimated their own worth/abilities

Overly Focused on International Travel - 5

1. Act entitled (to int'l travel, specifically!)
2. Some think international education equals international travel. It certainly can, but that includes working while traveling, not a vacay with a bit of work thrown in there.
3. Showed passion for international travel, but not true international education (as a professional field)
4. Thinking IE is all about travel
5. Wanting to get into the field for the express purpose of traveling.

Xenophobic/Intolerant of Other Cultures - 4

1. Xenophobic
2. Not modeled a high level of intercultural competence/awareness/sensitivity)
3. Disrespect of cultural differences
4. Letting personal bias influence their work, whether it's bias against a particular cultural group or a particular type of work

Not Asking Enough Questions/Doing enough Research - 4

1. Jumped to conclusions without doing the research first; or worse, taking someone's word over actual research when a decision needs to be made
2. Not asking questions.
3. Not ask enough questions and assume he/she already knows the answer.

Make unnecessary assumptions about the individuals they are advising

Excessive Complaining - 3

1. Complain about others

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2. Tell negative stories.
3. Complain, complain, complain.

Dismissive/Critical of NAFSA - 3

1. Criticized NAFSA
2. Not made the effort to get to know NAFSA staff
3. Presented poorly at a NAFSA session

Not Respecting Regulations - 3

1. New professionals are sometimes unaware of the hierarchy of law
2. Not referring to the regulations
3. Showing fear and resistance when hearing about regulations.

Patronizing older people w/ respect to technology - 2

1. Treat people older than them as if they are clueless
2. Show disrespect when someone older does not have technology strengths as they do.

Pestering, esp. about job openings - 2

1. Email me regularly after an informational interview, especially if it is to see if I have any job openings.
2. Always asking for a job.

Other - 25

1. Favor one group (or student) over another
2. Feel that their job only involves filling out immigration paperwork.
3. Unwillingness to do the work to build their career and their skills.
4. Unwillingness to listen and learn from others. (Ego)
5. Assuming the exception is the rule
6. Tried to share their religion
7. Said they are willing to learn and be trained when they really are not, to take criticism/feedback when they are not
8. Been undependable (late to the office, too often out for various reasons)
9. defer to me on all decisions without giving their own input or ideas
10. refer to policies and procedures to know what to do instead of problem-solving on their own
11. New professionals sometimes seem to present an unrealistic view of what international educations can actually do to help our students and scholars.
12. New professionals are sometimes unaware of available resources
13. don't seem to want to learn, not understand the importance of institutional (*International?*) culture
14. being overly dramatic when something goes wrong
15. lack of understanding that they are on a team
16. not staying updated on recent changes
17. Not communicating their needs.
18. Being resistant to change or using new technology.
19. Not been connected outside his/her institution
20. Being unprepared when going on an international recruitment trip.
21. Feeling that international recruitment is the same as domestic recruitment.
22. Concentrate too much on numbers as opposed to outcomes



23. Fail to engage productively in conversations by either being overly engaged and not actively listening to others or by not contributing because they are not confident in sharing ideas, educated opinions or experiences that would add value to the dialogue.
24. Asking broad, general questions about the field that can easily be answered by doing a little research
25. Trying to impress me with how much they know and exaggerating their knowledge/experience; selling themselves too hard

## **Strategies**

### Improve yourself/Adapt to the work – 18

1. Do self growth work to better understand how your own identity plays into your effectiveness.
2. Taking courses on how to supervise people was key to helping me achieve higher positions in my career.
3. Consistent personal/professional introspection/reflection
4. Stay humble and remember there is always more to learn.
5. Keep learning and educating yourself. Revisit things that are 'comfortable' -- you will be surprised what you may have forgotten.
6. Read psychology, education, and international education materials.
7. I read scholarly articles about the field of international education.
8. dedicate yourself to being a life-long learner
9. Being curious and passionate about how I can improve my institution. That means learning as much as possible about my school, both the interests and initiatives of high-level leadership and what students are talking about, and thinking of my work in those contexts. For example, if the Provost of your institution fields a high-level committee to study graduate students' time to degree, think about what you or your office contributes to support international students optimally to achieve better time to degree. If students are passionately engaged in a given issue, how can you be helpful, always remembering that you are an educator.
10. To be open to learning and training
11. To gain experience in as many areas as possible
12. I found that being an adaptive learner served me well. Our field is ever-evolving so you have to be able to assess future needs and develop your skills to meet those needs.
13. Never stop pursuing knowledge
14. Realizing that there is both informal and formal learning that happens throughout one's career and that both are equally powerful.
15. The number of years I have worked in the profession may describe me as experienced, but having the attitude that there is always more to learn, ways to improve, and new ways to collaborate make every day ripe for new experiences that will better serve my objectives, students, faculty, and staff.
16. Be friendly, be open, be self-reflective and willing to review the policies and practices you "inherit" in your new job.
17. Focus on continually improving yourself (I force myself to learn something new each year by proposing a conference session on a topic, such as metadata or competitive intelligence, that I know next to nothing about at the time of writing the proposal - this then requires me to read books, watch videos, etc.)
18. Find a good graduate program in international higher education and research an area about which you are passionate.

### Learn from Others – 14

1. Be willing to ask for informational interviews, and don't take it personally if people don't have time.

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2. Gathering materials that my colleagues use at their institutions is very helpful (policy manuals, orientation schedule, communication plan, etc.)
3. Visiting colleagues to observe how their office works is always useful.
4. Listening
5. Acknowledge I don't know many things and learn from others (including students!!)
6. Find those within NAFSA with whom you share a similar philosophy and learn from each other.
7. I rely on the experiences and knowledge of others - even those whom I supervise.
8. network to learn from others
9. Be interested in the work that others are doing. Learn from the accomplishments (and sometimes failures) of others. NAFSAns are very open to sharing knowledge and expertise. Take advantage of that.
10. The other thing that I have found really useful and interesting is observing other people do their jobs through shadowing them for a day. I have spent a day with two different immigration attorneys, audited classes, gone on tours of airports with CBP officers, and attended events for international students/scholars hosted by other schools. Shadowing gives me the opportunity to learn something new, gain a different perspective, meet people in the field or a related field that I wouldn't otherwise meet, and most importantly it helps me be a better advisor and provide better service to my students.
11. I'm also not afraid to acknowledge what I don't know and I inquire with colleagues - I also read a lot of international higher ed media outlets and professional journals
12. Opening myself up to meet other practitioners in the field and always asking questions as I do not always have the answer. However, be careful the questions (and answers) do need to come from a foundation in the regulations. But sometimes you will be through into other areas beyond immigration advising. These often are more challenging and require a good sense of humor with a deal of outside the box thinking.
13. Recognize that no matter how experienced I am, there is always someone who is more experienced.  
Listen first. Ask the right questions so you can give the right answer.

Being open to new ideas and suggestions

#### Network with Others – 11

1. Get involved to meet as many new people as possible.
2. Networked with international educators
3. Get to know people in the field and ask questions.
4. I network but I'm not cheesy. I used Facebook and LinkedIn to connect
5. Building relationships with more experienced colleagues in the field has been invaluable. They can provide guidance when I have tough questions, and they also help to open doors to professional development activities that I wouldn't have otherwise known about.
6. Build your network of professionals who can help and advise you
7. I work closely with the most knowledgeable colleagues in my field
8. Networking, not being afraid to ask for advice but balance that with sharing and supporting others.
9. Network, network, network
10. Network whenever possible.
11. Working to maintain professional relationships with colleagues across the field

#### Get Involved with NAFSA/ Other Int'l Ed Orgs. – 10

1. NAFSA is a great organization, so get involved! As Susan Thompson says, all you have to do to get involved is say yes.
2. Attend NAFSA conferences (and other intl ed conferences)

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3. Get involved in the field
4. Go to state, regional and annual NAFSA conferences and go to as many sessions, networking opportunities and meetings as possible; take business cards and carefully prepared resumes with you to conferences if you are job hunting; dress professionally and drink moderately if at all; consider joining the NAFSA Academy and Trainer Corps; volunteer at conferences; submit proposals for the poster fair or sessions; run for volunteer leadership positions; join KC networks on the NAFSA website and engage in discussions or ask questions professionally on the forum; introduce yourself through LinkedIn to leaders in the field and potential employers.
5. get involved with professional organizations
6. involvement in NAFSA
7. Get involved!!! campus, local, state, region, national
8. Further, I'm engaged with several professional organizations that provide outlets for me to give back to this community, create resources to serve others, and to foster the passion for international higher education that I have cultivated over the years.
9. Get involved with NAFSA: Association of International Educators. This could mean that you join the listerv to observe conversations (but understanding that responses should not necessarily be taken as "fact"). Volunteer for small leadership roles -- starting at the local level -- to create a stronger network. Volunteer to present at conferences -- collaborate with others.
10. Attend conferences, and introduce yourself to others you meet in sessions

Volunteer for Extra Work – 6

1. Volunteer, volunteer, volunteer. Don't ever volunteer to do something and fail to follow through. It is a career breaker. Be open minded to hearing other people opinions and practice emotional intelligence in relationship building.
2. I'm not afraid to work my way up.
3. To take on new responsibilities without complaint and to take them seriously
4. being pro-active in approaching other departments with ideas for internationalization
5. Also volunteering in the field served me well because it gave me opportunities, outside of my day job, to gain skills and to grow more professionally.
6. Welcome new opportunities (I seldom say no to opportunities to volunteer with professional associations, present at conferences, etc.) - the key is being able to deliver on your promises.

Put yourself outside your comfort zone – 3

1. Consistently putting myself in contexts outside of my comfort zone
2. Volunteer outside your comfort zone -- again, this is good for personal growth and learning.
3. I struggle with social anxiety, and had to overcome that and put myself out there and force myself to be outgoing and take part in presentations and social situations. For anyone with a similar fear, its imperative to overcome it. In time, it gets easier to manage and move ahead in spite of it.

Be Positive – 3

1. positivity / can-do attitude
2. I say "yes" more than I say "no."
3. Friendliness and giving credit where it is due is very important!

Pay Attention to Privilege/Identity – 2

1. NAFSA is an international organization, and for us to have cultural competence and intercultural effectiveness, we need to know our blind spots as well as our strengths. As a white American woman in leadership roles, I have learned I have to pay attention to where I have an unintended negative impact, even though I have positive intentions, and where I have blind spots based on

my privileged identities. Now, when I find myself questioning "why does that issue matter?" I know that this is an area where I probably have privilege and need to do some self-education on that topic.

2. Understanding the unique circumstances that arise in the field, and always being empathetic to the strain that these circumstances can put on both the students and the offices or departments working with the students

#### Work as a Team – 2

1. working collaboratively with other units
2. Be helpful to others (be a team player)

#### Other – 31

3. I had to change myself from a cynic to an optimist. That wasn't easy. I got sick of hearing myself complain about things so I started working on improving skills both hard and soft. It was my responsibility, not anyone else. I moved outside my comfort zone. I don't like public speaking so I volunteered to do it. I didn't know much about J visas so I volunteered to do J-1 workshops and then H and then PR (sorry NAFSA). I remembered names and faces not because I was ambitious but because I like hearing folks talk about themselves and enjoyed their fellowship. I taught myself to build a mission and goals and align my actions to those goals. It saved a lot of wasted time. I respected the our profession and worked to get my leadership to see it as a profession. I learned that a plan beats no plan and that The Perfect is the enemy of The Good.
4. But I never learned to trust myself until recently. Don't do that. Leave time for others to learn and be respectful of different types of institutions and perspectives. Be tolerant.
5. Serve others as you help teach the law.
6. Recognize the breadth of the field of IE.
7. Strong communication and a passion for helping others.
8. Stick to your principles and ethics -- once those are compromised, it's a slippery slope.
9. Remember this always: we work with people, not widgets. People are messy and complicated and time consuming.
10. Share knowledge with others.
11. I'm not afraid to be wrong.
12. It has been extremely important in my career that I make the case for my own professional development by clearly articulating how it would benefit the institution and my advising population
13. I've made some edgy decisions in my career, and they have fortunately all worked out - I wasn't afraid to try new things and to take risks.
14. It is also critical to be patient, to play politics VERY wisely (understanding that, particularly for those in leadership positions, they must be played), and to be respectful, at all times, of everyone.
15. being creative in problem-solving and coming up with options if possible
16. modifying programs and services based on student feedback but not being slavish to their demands
17. writing clearly and concisely
18. documenting decisions and student acceptance of decisions on difficult matters or grey areas of the regulations
19. I read and re-read the regulations.
20. I keep on top of guidance and discussions.
21. make sure to make time for your own PD(?), it's important!
22. learning the different resources
23. keeping a repository of information that I need
24. clearly communicating my needs, strengths, and weaknesses with my colleagues.

25. READ related publications and articles
26. Be a mentor
27. Don't be afraid to say "yes", but know when to say "no".
28. Understanding the big picture of how international education affects all areas of higher education
29. Don't wear your blinders. Take an inventory of the professional opportunities available to you and critically think about what you can commit to and what will bring value to your growth as a professional and bring both breadth and depth to your knowledge, network and skills as an IE professional.
30. I try to occasionally record myself when giving a presentation. its helpful to review and look for ways to try to polish my presentation style. Watching for "um's" and "uh's" can go a long way to sounding more confident and in control.
31. To be 100% dependable and professional

## Advice

### Learn from Others – 16

1. Eat from the buffet that is the knowledge of your peers and mentors but take it easy on the wine (or whine).
2. know the best resources for information about study abroad and international students (IIE Open Doors Survey, NAFSA, etc.).
3. Find a mentor with a good reputation in your area of interest.
4. Find a mentor who has been in the field
5. Remember that you can learn so much more by listening than by talking.
6. Learn the facts of your field, listen to the experts, and then build your own opinions and practice based on those.
7. And always speak up if you have questions!
8. Be ready to learn from anyone around you
9. Listen to people who have been in the field
10. Understand that as new professionals [you] need to learn
11. Take advantage of professional development opportunities to learn as much as you can, even if it takes you beyond your normal areas of responsibility.
12. Attend any local events of international education professionals. In the Boston area one university hosts monthly meetings that are open to international advisors from any school in the area, and they talk about trends, ask/answer questions, invite guest speakers (like immigration attorneys, etc).
13. Interested in another aspect of the field? Find someone who is in that position and ask to shadow them for the day. You will learn a lot and gain valuable perspective, and I think people are impressed by the initiative and the desire to learn.
14. Find a mentor
15. Keep an open mind when hearing how different schools interpret regulations (don't be scared to hear and accept differing opinions).
16. Accept that there is a lot to learn in the field and be patient while you are gaining experience

### Network with Others – 16

1. Network as much as possible via joining organizations, connecting with colleagues near and far, etc.
2. Network in a way that meets your needs. If the big social events are not your thing, find different way to make connections that work for you. And, remember that everyone is nervous making a connection for the first time. The bravest thing you can do is take that step and introduce yourself!
3. Network with NAFSA members and staff

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4. make the most of every opportunity to network and get advice from experienced professionals (online and in-person)
5. Network, but in a sincere way. People want to know that you really care about their experiences and their advice.
6. Get involved: present at local conferences, volunteer for committees and network with others in your area.
7. Network.
8. Get to know others in the profession.
9. Be an engaged professional.
10. Volunteering and even posting discussion topics online about IE is a great way to show your passion for the field, make great connections, and develop yourself.
11. Introduce yourself to everyone.
12. Network, network, network
13. Introduce yourself at conferences. Get to know your colleagues on recruitment trips
14. Sit next to people you don't already know in professional situations, dress in business or business casual clothing that doesn't highlight your status as a "young professional", wear a name tag and be prepared to engage the other person in professional discussion.
15. Look for as many opportunities to network and build resource groups as possible. Present a positive and welcoming attitude and be willing to listen, as opposed to trying to be an expert and overstate experience.
16. Don't be shy about introducing yourself to other persons in the field, especially at conferences.

Be Friendly & Respectful – 13

1. Be the person folks want to sit next to in a cubicle for the next 10 years
2. Be authentic.
3. Help others along the way up.
4. Listen (don't always dominate conversations with your own travel experiences, but listen to others and ask directive questions to build intercultural awareness in others (and self))
5. Be patient - with yourself and with others.
6. Be seen as a proactive, pleasant problem-solver.
7. Try to leave your ego at the door.
8. Humility!
9. New opportunities come to people known for being able to get things done, and getting them done in a collegial, collaborative way that builds good long-term working relationships.
10. Be passionate. Be responsible
11. Before I speak, I try to evaluate what I am about to say with this test: Is it necessary? Is it true? Is it kind?
12. Be friendly and relate-able to students and staff alike.
13. Treat others with respect

Volunteer for Other Jobs & Opportunities – 9

1. Volunteer and be willing to be flexible in the types of work you do.
2. Learn how to manage when you're young by taking on more leadership.
3. get outside of your comfort zone and push yourself a little
4. Be helpful to others - you never know what skills or knowledge you'll gain for helping on a project that isn't part of your job.
5. Get involved. Do a little bit more.
6. Get involved!!! campus, local, state, region, national

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7. A good reputation stems from positive actions and attributes. More than being perceived as having a good reputation, new professionals need to take risks by joining teams and professional organizations, even discussion forums, to gain exposure. From there, the new professional should be willing to work hard, collaborate, and learn from others; a positive reputation will follow.
8. Engage in the profession beyond your day-to-day responsibilities
9. Volunteer in small ways

Be Careful About Your Image/Reputation - 6

1. Be on time, proofread everything, dress professionally, stay positive and don't complain or bad mouth others, don't use foul language or tell inappropriate jokes, be very careful of your image online
2. Don't worry about building a reputation. Just do good work and the reputation will follow.
3. Clean up your Facebook page or create another page that you use for work. Have fun at NAFSA conferences, but don't stay out all night, every night.
4. do more of the things that create a positive impression and less of the negative ones
5. Remember that your reputation outlasts your current mood.
6. It's okay to bring attention to yourself for the right reasons, but someone's memory of you shouldn't be something wild and crazy you did, but rather an insightful question that you asked or the professional manner with which you made a presentation.

Be Reliable/Ethical – 6

1. Be reliable and do what you say you will do.
2. Be reliable and follow through. If you can't do what you said, let people know in a timely manner.
3. Be dependable, reliable, willing to work above and beyond
4. Take a long view in understanding that though they may see themselves in this position for a short time and looking to other things, they need to give 100% to this position as long as they are here
5. Always be honest and ethical. Always keep students' needs and the educational experience first
6. Follow through on your commitments

Get Involved with NAFSA - 6

1. Get involved in NAFSA (volunteer for anything you can--not just the 'leadership' positions, but local arrangements at a regional conference, etc.)
2. Network with NAFSA members and staff
3. Engage in leadership activities within NAFSA
4. Be a good NAFSA diplomat with intl educators
5. Get involved with NAFSA or with a state-level organization
6. Attend NAFSA's Advocacy Day and engage with colleagues there.

Stay Positive – 3

1. Keep a sense of humor about our day-to-day work... it generally doesn't get any better!
2. Stay positive themselves, we all tend to get snarky but if they can manage that in professional settings it will go a long way in supporting a positive reputation.
3. Watch for too much negativity. People enjoy working with colleagues who are themselves positive and upbeat. For many, getting away from work and attending a conference or professional event is a welcome change from the routine and ordinary day in the office. Don't ruin it for everyone else by being cynical and negative.

Be adaptable and flexible – 2

1. Patience and strong communications. Make sure you are ready and willing to listen and know that sometimes you need to be flexible to help our international students.
2. Be flexible, adaptable, and open to change.

Other – 27

1. In IE, people want to help the next generation. Accept that as a new person you will have to start from the bottom and work your way up as so many before you have. Realize that this was not always a profession and those before you but in the equity to make it what it is today!
2. Understand your talents and work towards developing them.
3. Don't try to be something you're not.
4. Focus on developing your emotional intelligence
5. Learn how to manage time. It's harder when you're old.
6. Respect others and also respect yourself.
7. Never stop learning.
8. Smile and say thank you.
9. Lead from a perspective of service. (*I'm not sure what this means*)
10. Read professional materials.
11. Know facts and statistics.
12. Grow professionally - conference presentations, etc.
13. Realize that your first couple years in the field you should be working hard and others should notice it.
14. Under-promise and over-deliver
15. Understand the important difference between authority and influence. You may have limited formal authority but considerable influence in your institution. That is very valuable.
16. Establish your own career priorities (recruitment? programming? immigration? outbound programs? students or scholars or both? policy? advocacy?).
17. Take pride in your field and your work - it is a good place for smart people with extensive international backgrounds.
18. Learn the regulations inside out. Have a very strong understanding of guidance, practice, and all resources. Put in a significant amount of effort into training and never stop. Keep learning every day.
19. Do the three things I mentioned in the first section! (*Not sure whose answers this matches up with*)
20. READ related publications and articles
21. Be a mentor (yes, even as a beginner... there will always be someone with a little less experience... think students!)
22. Enjoy what you do there is a learning opportunity every moment of the day. Keep asking questions, your confidence will continue to build.
23. Personalize the regulations - think of how they affect individuals.
24. You don't need to impress the other person with your knowledge. Instead focus on demonstrating your ambition, curiosity and excitement for the IE field or topic of discussion.
25. Maintain patience as much as possible. Learn the regulations. Learn to listen before you speak
26. Understand it is a very small field and there are very few degrees of separation
27. A Master's degree does not mean that you don't have to work your way up from intern to advisor and beyond.