
PROFESSIONAL SUMMARY

Proactive, innovative, entrepreneurial leader with analytical mindset and a passion for higher education, delivering service excellence, efficient work performance, and human resources/team building. Dedicated to ethical recruitment practices with demonstrated outcomes in public and private institutions. Fiscally responsible, exceptionally organized, and manage multiple projects with skill and precision. Extensive work performed in international and domestic academic and career advising, teaching, student services, and promoting cross-cultural understanding and global competencies.

Proven record to attract and retain student enrollment, establish and improve efficiencies, reduce costs, and identify and grow talented staff. Experienced in developing sustainable global and U.S. recruitment market bases, quality standards, and working effectively with international and domestic students, program partners, and campus stakeholders. Applied knowledge in immigration, direct recruitment, agency-based contracting, institutional partnering, study abroad programs, marketing and communications, budget development, and pathway programs.

A leadership-by-example management style that promotes productivity, fosters communication, diversity, and mission completion. Skilled in training and development of workforce and best practices. Commitment to campus, community, and building stakeholder confidence. Work well autonomously or collaboratively with integrity and vision.

CAREER HIGHLIGHTS AND CORE COMPETENCIES

- Proficient in MS Office, Argos, Slate, Banner, PeopleSoft, SpartanMart (procurement), Google docs, Box, ePerformance (HR), pCard reconciliation, Salesforce CRM, social media
- Extensive knowledge/experience in F1, J1, H1B, other visas, & immigration regulations; PDSO/DSO/RO/ARO roles
- Traveled with U.S. Embassies in Seoul, Korea and Tokyo, Japan teaching F1 Visa workshops to students
- AIRC Certification Committee Member and Agency External Reviewer & Trainer; Routine lecturer for AIRC
- In-depth knowledge and demonstrated success in recruitment, study abroad programs, pathways programs
- Comprehensive knowledge in marketing and recruitment, direct and agency-based
- Applied knowledge in foreign course credit evaluation, assessment planning and development
- Detailed knowledge of domestic and international market territories, trends, forecasts in recruitment
- Experienced in writing procedures, standards, risk management & safety protocol, inbound/outbound orientations
- Experienced in faculty led overseas programs and faculty exchange & building effective ESL programs
- Developed comprehensive student services program and international guest speaker program
- Excellent public speaking skills – delivered presentations to large and small audiences in U.S. and overseas
- Excellent communication skills with ability to solve problems and enhance work productivity
- Received three merit awards & outstanding performance evaluations while at SUNY
- Accustomed to working within a fast-paced, changeable environment, quality focused, always meeting deadlines
- Sixteen years as adjunct faculty, teaching undergraduate and graduate coursework (Business & English, Internships)
- NCAIE – Board member, Recruitment and Admissions Representative

EDUCATION

MBA, Husson University, Maine

- GPA 3.90

Bachelor of Arts degree in English from The University of South Florida (USF)

- Magna Cum Laude, GPA 3.89 USF

Honor Societies:

- Golden Key National Honor Society, Alpha Chi, Arts & Letters, Sigma Beta Delta

AWARDS

- *Fulbright* grantee: International Education Administrators (IEA) Program U.S. - Japan
- *Baden-Württemberg Seminar*: Administrators in International Education, Grantee

PROFESSIONAL EXPERIENCE – HIGHER EDUCATION

Edvoy, LLC

July 25, 2022 – Present

Educational Consultant

- Manage/oversee USA international student recruitment efforts at every stage of the enrollment funnel
- Train and develop new and current admissions counselors; develop LMS training materials
- Develop training manuals, presentations, and SOPs for company
- Assist with developing new B2B accounts for global recruitment company; manage relationships with USA universities/colleges as key account manager
- Work with agents, sub-agents, coordinating USA direct partner training/information sessions
- Wrote interim AIRC report, maintaining certification requirements. Responsible for subsequent reports and ensure business initiatives are implemented
- Plan USA destination events in coordination with regional sales leaders

THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

April 1, 2018 – 6/30/2022

Director of International Recruitment

- Develop and execute a five-year strategic international enrollment, marketing & communication plan for the university with SWOT analysis – proven track record of growth.
- Director/recruiter for all graduate and undergraduate degree programs. Increased UG enrollment 20% per year, doubled new international graduate enrollment-Fall 2021; quadrupled new international graduate enrollment Spring 22; 36+% increase in overall international graduate enrollment YOY; doubled Fall 2022 international graduate enrollment, lifting aggregate graduate enrollment. Increased top STEM grad programs from 18-28% international enrollment to 85-97% enrollment.
- Develop and implement articulation agreements. Identify U.S. and overseas recruitment markets, partner with community colleges, academies/high schools, ESL programs, creating new and sustainable undergraduate and graduate enrollment channels. Develop and execute travel plans, staying within budget.
- Implemented university's first agency recruitment plan and network; wrote and manage agency contracts
- Conduct training for agency admissions counselors worldwide.
- Developed all marketing and communications for international recruitment and admissions office
- Assist domestic admissions office with foreign credentials and/or visa related matters
- Wrote and shaped sustainable academic policies, expanded ELP scores accepted, advise routinely as subject matter expert on international enrollment management to campus stakeholders
- Conduct virtual and in-person college fairs, roadshows, collaborate with faculty on virtual recruitment
- Created new International Recruitment & Admissions Office. Designed and wrote all content for new IRAO website. Created new undergraduate application in preparation for Slate implementation
- Responsible for writing effective content for international undergraduate and graduate communication trackers, and all stages of application through post-admit status
- Write content for international graduate, undergraduate catalogues, SACS accreditation responses
- Improve operations within undergraduate admissions software; review domestic and international undergraduate applications, outreach to prospective and admitted graduate applicants
- Partner with Alumni Office for alumni outreach, liaise with departments, Athletics Div I staff, and faculty
- Work productively with on-campus and external partners on recruitment strategies
- Troubleshoot visa denials and advise faculty/departments on candidate material prep and immigration
- Academically advise prospective and current international students.
- Trained UNCG domestic undergraduate admissions counselors on foreign transcripts. Reader for undergraduate domestic applications, in-state and out-of-state.
- Course credential evaluation knowledgeable and in-depth knowledge of global educational systems. Conduct in-house course evaluation for particular graduate and undergraduate applicants/global education systems

ALMA COLLEGE

Alma, Michigan

Director of International Recruitment

May 1, 2015 – July 30, 2016

Adjunct Faculty & Study Abroad Advisor

(1 yr contract w/opt to renew-retained as consultant)

THE UNIVERSITY OF MAINE

Manager of MBA Programs, 5-Year Programs, Certs, and Internships
Director of International Recruitment (undergraduate, all majors)
Associate Graduate Faculty, Academic Advisor

Orono, Maine

Dec 1, 2012 – Dec 1, 2014
(2 Year Soft Funded Position Only)

- Director of International Recruitment for UMaine undergraduate majors
- Domestic and International Recruiter for MBA, 5-yr MBA programs, Graduate Certs
- Manager of the Washington Center program
- Academic advisor for MBA students & 5-year MBA program students, and grad cert participants (75 students)
- Developed undergraduate transfer agreements in Korea, Hong Kong, Japan, U.S.: 1+3 program, pre-med/BS program, high school-to-university programs (including intensive English pathway).
- Developed direct transfer agreements, conditional letter of acceptance with U.S. community colleges, partnerships with academies, language schools, and university partners in U.S. and overseas.
- Developed all MBA/5-yr MBA marketing material and developed international undergraduate marketing material (all majors), maintaining strong web presence (WordPress), and utilize technology in recruitment
- Partnered with American Councils for International Education on undergraduate programs and Kosovo KAEF Graduate programs; served as KAEF Fellowship reviewer.
- Developed MBA exchange programs in Finland and Korea.
- Review all MBA, Grad Cert, and 5-Year MBA applications. Significantly increased graduate course enrollment
- Work collaboratively with Director of Office of International Programs on undergraduate & graduate recruitment and niche program strategies and implementations. Co-developed international travel budget.
- Campus recruiter with Study Group, Inc. for events in China, South Korea, UK – all majors. Trained 300+ agents & sub-agents on admissions processes and UMaine brand standards
- Plan administrator for MBS graduate scholarships, graduate assistantships (GA), and work study
- Improved all forms, processes, procedures in MBA office and improved operating efficiencies
- Developed National Association of Women MBAs and National Black MBA Association chapters; Advisor
- Wrote diversity grant for free GMAT vouchers for MBA candidates in financial need
- Expanded internship opportunities for MBA and undergraduates, conducting site visits to prospective employers
- Wrote undergraduate & graduate internship manuals. Wrote diversity recruitment section for AACSB accreditation.
- Provide safety, insurance, travel, pre-departure orientation, and visa advice for faculty-led business programs
- Work collaboratively and advise overseas partners on syllabi development for course equivalencies to UMaine
- Developed employer and student assessment surveys, correlated to MBS curriculum (undergrad, graduate)
- Member, International Recruitment Committee. Co-wrote international undergrad recruitment plan for university
- Taught graduate class: Global Strategy (online). Taught BUA 396 & BUA 695 Internships

STATE UNIVERSITY OF NEW YORK – ONEONTA

Director of International Education & Study Abroad Programs
Adjunct Faculty, Academic Advisor – Business Communications

Oneonta, New York

August 2008 – August 2012

- International campus recruiter and admissions officer, increasing undergraduate student body by 67% within three year period. Consistently exceeded enrollment planning goals
- Increased retention rates for international freshmen and transfers from 50% to 95%, respectively
- Wrote international recruitment plan for campus internationalization – met and exceeded goals
- Expanded international student body from 14 countries to 32; developed admission policies and procedures for department, ensuring clear and strategic marketing to prospective students. Determined direct, conditional, and provisional admissions status
- Recruiter for 60+ undergraduate majors including niche and institutional partner programs
- Direct recruiter focused on diversification and best-fit scenarios with specialty areas in Japan, South Korea, China, Hong Kong, Vietnam, Taiwan, India, Saudi Arabia, Europe
- Developed international, U.S., and Canadian partnerships with universities, high schools/academies, language centers, pathways programs, with sustainable recruitment methods
- Director of overseas programs, increasing Oneonta study abroad participation by 39% within 2 years and advised outbound students regarding SUNY system-wide 500+ programs. Advised on all study abroad matters: financial, academic course transfer, visa preparation, safety, cultural engagement, and scholarship applications/essay
- Developed emergency plan and risk management handbook. Wrote international student handbook
- Developed new high quality exchange & direct study abroad programs: Germany, Sweden, Finland, Ghana, South Korea, Japan, Ecuador, UK focused on scholarship, co-curricular, and service learning opportunities.

- Academic advisor for international students, applied knowledge in foreign course evaluation
- Designed and wrote entire content for international website; developed all marketing material for recruitment
- SUNY Office of Global Affairs RFP reviewer for overseas agencies for SUNY system. Proactive member of SUNY International Recruitment Council (IRC) on system-wide international issues with SUNY Global
- Attend college fairs, open house events; utilize social media for inbound/outbound initiatives
- Plan administrator for International Student Scholarships. Advisor for ISO, India, and Muslim clubs. Developed Korean Cultural Club and Japan Student Association, guest speaker series for department and developed Cuisine-of-the Month/Study Abroad Events
- Wrote catalog content for international undergraduate & graduate programs and overseas studies programs
- Supervised Study Abroad Coordinator, International Student Advisor, Secretary, 7 work study students, 2 interns
- Wrote new agency contracts for mutually beneficial relationships and market competitiveness, divested low performance agencies, established choice agency partnerships for ROI and retention results
- Plan administrator for HTH Worldwide/Medex. PDSO/ARO roles and responsibilities
- Created & delivered study abroad pre-departure workshops, health insurance plan sessions, new student orientations, OPT/CPT workshops
- Built collaborative partnerships with Faculty, Residential Life, Dining Services, Student Accounts, Center for Social Responsibility, AALANA, Foreign Language Department (SILP program), Financial Aid
- Developed Assessment Plan. Managed nine department budget accounts, \$600K aggregate
- Served on Enrollment Planning Committee, Council of Deans, Student Progress Committee, Orientation Team.

HUSSON UNIVERSITY

Director of Human Resources & Student Employment Office

Director of International Programs

Adjunct Faculty, Business & English

Bangor, Maine

August 1999 - February 2007

- Responsible for analysis of benefit plans for optimal employer-employee relationship and needs. Developed wage surveys and analysis for relevant salary pay ranges for workforce. Wrote job descriptions and served on faculty and staff search committees
- Created a caring, employee-centered Human Resource department, delivering service excellence to faculty, staff
- Managed workers' compensation claims. Articulate defense strategies for mediations and hearings with attorneys
- Handled unemployment claims and hearings and Maine Human Rights Commission
- Plan administrator for FMLA, ADA, and FLSA, FSA, HSA, 403b plans
- Provide HR consultation to department managers on areas ranging from employee motivational strategies, discipline, state and federal compliance issues, and best practice methods of business
- Developed new employee handbook, HR and International Programs Office policies and procedures. Conducted health, dental, life insurance workshops
- Developed and managed HR budget, Supervised 5 employees and work study employees. Conduct new hire and exit interviews. Wrote in-house/external job advertisements, marketing & recruitment plans
- Wrote policies, procedures, and job descriptions. Conduct employee orientations and reference checks
- Effectively managed HR, Student Employment Office, and International Center for Language Studies divisions while recruiting international students, significantly improving operations and communications across board. Brought Federal Work Study account within budget in first year
- Created new graduate survey, resulting in increased respondent percentage from 29% to 70% in first year
- Developed International Programs and increased enrollment of baccalaureate and master's degree students by 25% from prior year. Brought ESL program into profitability within one year of assuming position
- Developed new ESL curriculum that resulted in 40% increase in student enrollment within one year. Achieved record ESL enrollment. Wrote cost and program proposals to individuals and groups.
- Developed numerous overseas transfer agreements. Worked closely with domestic admissions on US articulation agreements for international student base. Foreign course evaluator for prospective students
- Created student internships and work study positions for domestic and international students. Formed student activity programs and business, clinical observation programs
- Created customized ESL Study Abroad programs for diverse cohorts, short and long-term engagements
- Successfully formed partnerships with clinical and business sites in state for international students. Started long running Literacy Volunteers of Bangor partnership for international students
- Extensive presentations abroad for recruitment of bachelor's and master's programs.
- Manage \$250K budget.
- Issue I-20s, manage, and maintain SEVIS system, and specialize in immigration matters
- Traveled with U.S. Embassy in Seoul, Korea, conducting F-1 Student Visa workshops
- Hire adjunct instructors for ESL and other programs. Supervised four work study students

- Created bridge program for non-NCLEX licensed nurses, resulting in 100% passing rate and USCIS compliance with pioneering program. Improved USCIS compliance by revamping operations within department
- Designed and implemented summer ESL/Intro to Business program for Portland campus refugee population
- Co-chair of Safety Committee, Administrative Council member, Wellness Committee

OTHER PROFESSIONAL EXPERIENCE

SUWON WOMEN'S COLLEGE, SOUTH KOREA

Gyeonggi-Do, South Korea

Visiting Assistant Professor

Summer 2008

Taught Business & English courses & TOEIC, TOEFL workshops

WAYFAIR, LLC – Bangor, Maine

November, 2016 – December, 2017

Service Specialist Consultant

- Provide service and sales expertise to customers in U.S., Canada, UK markets; serve diverse customer base
- Responsible for meeting and exceeding key performance indicators; convert service issues to new sales orders
- Received highest customer satisfaction rate among team; received multiple written customer commendations
- Training Coach for new hires

Assistant to Chief Operating Officer/Dean, School of Business

September 2000 – June 2003

Assistant to Dean, School of Health/Adjunct Faculty, School of Business

August 1999 – August 2000

ADJUNCT FACULTY (SINCE 2000):

- **Courses Taught:** Human Resource Management, Management, Business Communication, International Marketing, Marketing, Organizational Behavior, Organizational Communication, Business & Technical Writing, Global Strategy (graduate), Literature & Research, English Composition, Speech, Interpersonal Communications, ESL, Immigration Workshops, Resume Writing and Interviewing Techniques, Freshmen Seminar, Internship coursework (undergraduate & graduate).

PRESENTATIONS

- Guest lecturer at Youngsan University & Hankuk University of Foreign Studies, Korea: “Student Success Strategies,” and “Implementing 2+2 Programs – Successful Partnering,” 2012
- Chair and Co-Presenter, *Sharing Best Practices for Agents Approaching Institutional Partners*–AIRC Miami Conference, December 2013
- Trainer: AIRC External Reviewer Workshop–AIRC Miami Conference, Dec 2013
- Co-Presenter, NAFSA XI Regional Conference: *Maintaining Quality Standards in Agency-Based International Student Recruitment* – October 2013
- Volunteer Resume Coach: The National Association of Asian MBAs – November, 2014 – Boston, MA
- Interviewed by *Korea Times*, April & August 2014. Invited to contribute articles on U.S. higher education
- Past member, Study Michigan steering committee
- Co-Presenter, *Wanted: Agency to Work with a Small College*, AIRC Miami Conference, December 2015
- Presenter, “*The College Application and Writing Strategic Essays*,” EducationUSA Office, March 2016 – South Korea
- Chair & Presenter, “*Incorporating Agency-Based Recruitment Into Your Enrollment Plan*,” AIRC Miami Conference, December 2019.
- Chair & Presenter, “*Incorporating Agency-Based Recruitment Into Your Enrollment Plan*,” AIRC Webinar, national, March 2020
- Presenter, *Finding the Right Fit College/University* – The Carolinas Association of Collegiate Registrars & Admissions Officers (CACRAO) – September, 2020 & October 2020, Virtual College Exploration Seminar
- Presenter, *Student Success and Transition to Higher Education* – Community College for International Development (CCID) – Feb 17, 2021, Virtual College Transfer Fair and Conference
- Presenter, *Effective Enrollment Management and Agency-Based Recruitment* – April 8, 2021, NC Association of International Educators (NCAIE)

- Poster Presentation – *International Recruitment in a Virtual World*, April 9, 2021, NCAIE
- Co-Presenter, “*Agent & Ethics: How our Profession is Evolving and How to Get the Best Out of Agents in 2022*,” AIRC Miami Conference, December 2021
- Routine career, internship, resume and interviewing workshops/panel discussions delivered, 20 years
- Adjunct instructor – Business and English, undergraduate and graduate with advising duties

VOLUNTEERING

- Volunteer, Society for Human Resource Management (SHRM) Mentor Program, 7 years (career mentor)
- Memberships: AIRC, Fulbright, EducationUSA, NAFSA, IIE, NACAC, National Association of Women MBAs
- Established Carol L. Mandzik Excellence for Women in Business Scholarship – SUNY Oneonta
- Volunteer, NAFSA Mentor program for new professionals in international field
- Volunteer Mentor, King-Chavez-Parks Mentor Program



Re: Recommendation for Carol L. Mandzik

Dear Search Committee Members,

I strongly recommend Ms. Carol L. Mandzik for the position at your organization. When I was the Vice President of Enrollment Management for the University of Maine, I oversaw university-wide international initiatives, and Ms. Mandzik worked for me to further and achieve our goals. She is a trusted colleague with advanced global knowledge on inbound, outbound, visiting scholar, SEVP, domestic and international markets, and student services, and I continue to utilize her expertise on international student programming. Her background also includes comprehensive experience in PDSO, DSO, RO, ARO leadership roles with extensive SEVP and immigration experience. I know she is widely respected among international and domestic students whom she has mentored, career serviced, and academically assisted through her adjunct faculty/teaching experience and role as Director of International Education.

Carol is highly regarded for her knowledge and skills in global initiatives with expertise in recruitment, student services, creating and sustaining study abroad programs that optimize a program of study and a student's ability to gain significant global competencies. While at UMaine, she was a major contributor to the university's strategic plan for increasing international enrollment and served the university as the Director of International Recruitment and Manager of MBA programs, dramatically increasing the 4+1 MBA domestic and international enrollment combined. Her understanding of global initiatives and how they must integrate across the campus is a valuable skill set that would benefit any institution. In addition, Carol is well connected with SEVP, DHS, global offices worldwide, foreign government offices, high schools, IBs, academies, language centers, diploma institutes, universities, and high quality agencies.

As you can see by Ms. Mandzik's curriculum vitae, the breadth and depth of her work are very well suited for your university. Your campus would be well served by Ms. Mandzik for years to come with her quality workmanship, expertise, and passion for global initiatives. I know she has been desiring to transition in her career based on her direct experience at many levels and I know that her direct study abroad, recruitment expertise, and student services background will service the institution, domestic, and international students exceedingly well.

I believe that Carol has the planning, management, and organizational skills necessary to advance international programming. She is a very capable director and works collaboratively across the campus and takes into account of the various stakeholders on campus. Her comprehensive background in higher education make her an ideal candidate for this position. Again, I highly recommend her for this position and I believe that your institution would be lucky to have Carol on staff.

Sincerely,

Jimmy Jung, PhD
Dr. Jimmy Jung, Senior Vice Chancellor



Student Development
119 Netzer Administration Building
Oneonta, NY 13820

Re: Professional Letter of Recommendation for Carol L. Mandzik

I write in strong support of Carol Mandzik's application to your campus. I knew Carol, and worked with her, for more than four years in my capacity as the Director of the Office of Multicultural Student Affairs at the State University of New York, Oneonta. Carol and I worked together on a number of levels involving globalization, diversity, and student progress related issues. We served on several committees together as well; where I was able to see how successfully Carol brought into internationalization of a campus to new levels with tremendous knowledge and skills.

Carol has extensive international experience in higher education, as detailed in her CV. She connects with a myriad of cultures with skill and precision and would bring a well-informed higher education perspective to the college. As a direct recruiter, she increased international student enrollment and retention amidst a very demanding work schedule. Her knowledge in global marks, student mobility, and integrating international programming are backed by excellent presentation skills, budget management, and in-depth knowledge of how to market one's campus and its programs and services. She is adept at direct recruitment practices for degree-seeking undergraduate and graduate students, along with creating and implementing sustainable articulation agreements with partner institutions across the globe. She has also written contracts and negotiated fair and balanced agency based contracts with the institution's best interests, brand, and strategic goals at heart.

She has also created numerous high quality exchange programs for outbound student participation, and has personally inspired and helped students achieve Boren, Gilman, JET, and Fulbright winning applications and proposals. She is highly respected by U.S. and overseas community colleges, universities, parents, international alumni, and program administrators who trust her word and her actions. She is able to bring several of her longstanding U.S. and international partners to her campus, based on the trust she has earned while understanding her campus and its strengths extremely well; a testimony to her commitment to bring incredible value to her campus for sustainable programs and position the campus exceedingly well in a very competitive global market.

I am therefore very confident that you would be well served by hiring Carol, especially given her work experience in both public and private campuses. She has the energy, competencies, and

personality and is adaptable in any environment. I know Carol cares deeply about her colleagues and students. I can attest that she is kind and compassionate and uses an intelligent approach to all she does; based on her levels of experience and expertise in internationalization and sensitivity and cultural awareness practices. She would be an asset for any institution as she is widely respected among her peers and colleagues.

I do know the importance of building a skilled and culturally sensitive workforce. Carol's expertise and actual work effort will be critical in the success of this effort and I believe she is up to the tasks at hand for your institution. She also works tirelessly in academic and career planning for both domestic and international students. Additionally, I find it really easy and enjoyable to work with Carol. She is comfortable providing her perspectives but she does not impose her opinions on others - she knows how to listen and seriously consider others' input. Indeed, she often seeks it out. That is a rare combination, at least in academia, and it bodes well for a very positive role at your institution, should you hire her.

In summary, Carol has my highest and most enthusiastic esteem and recommendation. Please don't hesitate to ask if you need any additional information.

Sincerely,

Bernadette Tiapo

Bernadette Tiapo, Ph.D.
Interim Vice President for Student Development/Chief Diversity Officer
SUNY Oneonta
Tel: 607-436-2830