



Leaders in International Higher Education



Center for Global  
Engagement

# **DEVELOPING GLOBALLY ENGAGED INSTITUTIONS:**

## Strategies for Navigating Global Operations

**APRIL 3-4, 2025**

James Madison University  
Harrisonburg Virginia

# DEVELOPING GLOBALLY ENGAGED INSTITUTIONS: STRATEGIES FOR NAVIGATING GLOBAL OPERATIONS



**DAY 1**

*Thursday, April 3, 2025*

## ATLANTIC UNION BANK CENTER, CAMPANELLI CLUB

**8:00-8:50 AM**

### **BREAKFAST AND NETWORKING**

**8:50-9:00 AM**

### **INTRODUCTION**

*JY Zhou, Ed.D., Associate Provost for International Initiatives,  
and Executive Director, Center for Global Engagement,  
James Madison University*

**9:00-9:15 AM**

### **WELCOME REMARKS**

*Bob Kolvoord, PhD, Provost and Senior Vice President,  
James Madison University*

*Clare Overmann, Chief Executive Officer, Association of  
International Education Administrators (AIEA)*

**9:15-10:45 AM**

### **GLOBAL OPERATIONS: WHAT IT IS, HOW IT'S DONE, AND WHY IT MATTERS!**

*Anna Schowengerdt, Assistant Vice President, International  
Operations, University of Maryland, Baltimore*

This interactive 1.5-hour session will introduce the field of global operations and frame its role within the higher education space. The speaker will share the organizational structure and business model the University of Maryland, Baltimore (UMB) has recently created to help strengthen service delivery and compliance capacities among its professional schools. In small-group discussions, participants will identify common challenges across member institutions, share experience and lessons, and gain a stronger understanding of global operations "nuts and bolts" to kick off the Thematic Forum.

**10:45-11:00 AM**

### **COFFEE BREAK**

**11:00 AM-12:00 PM**

### **CHALLENGES AND OPPORTUNITIES IN GLOBAL OPERATIONS**

*Tina Mangieri, PhD, Director of Global Initiatives,  
Office for Global Affairs, University of Virginia*

This session will discuss the complexities of global operations, including navigating cultural differences, fostering sustainable international partnerships, and exploring various opportunities.

**12:00-1:30 PM**

### **LUNCH**

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**DAY 1**

*Thursday, April 3, 2025*

**ATLANTIC UNION BANK CENTER, CAMPANELLI CLUB**

**1:30-2:30 PM**

## **BUDGET AND FINANCE CONSIDERATIONS IN GLOBAL OPERATIONS**

***Elizabeth Heavner, Manager, International Accounting, James Madison University***

This session will explore financial planning, budgeting challenges, and strategies for managing costs in global initiatives.

**2:30-2:45 PM**

## **COFFEE BREAK**

**2:45-4:00 PM**

## **GLOBAL COMPLIANCE AND RISK: WHAT TO KNOW, HOW TO MANAGE, AND WHOM TO INVOLVE**

***Joseph Levy, Global Operations Consultant, Levy Global Support***

***Shaun M. Jamieson, International Risk Manager, Risk Management, Iowa State University***

Explore key compliance challenges and operational risks for education and research programs abroad. Learn strategies to maintain effective, responsible global operations and engage effectively with program leaders and administrative stakeholders.

**4:00-4:15 PM**

## **COFFEE BREAK**

**4:15-5:45 PM**

## **GLOBAL OUTPOSTS: EXPLORING MODELS OF TRANSNATIONAL EDUCATION**

***Jessica Sandberg, Dean of International Enrollment, Duke University***

***Martyn Miller, PhD, Associate Vice President, Office of Global Engagement, Temple University***

This session will delve into various models of transnational education, including branch campuses, joint ventures, global partnerships, and international recruitment offices, as well as case studies to explore motivations and challenges behind establishing these outposts.

**6:15-7:15 PM**

**HAPPY HOUR  
SPONSORED BY PODIUM EDUCATION**



# DEVELOPING GLOBALLY ENGAGED INSTITUTIONS: STRATEGIES FOR NAVIGATING GLOBAL OPERATIONS



**DAY 2**

*Friday, April 4, 2025*

## CENTER FOR GLOBAL ENGAGEMENT, HOLLAND YATES HALL

**8:00-8:45 AM**

### **BREAKFAST AND NETWORKING**

## ATLANTIC UNION BANK CENTER, MULTI-PURPOSE ROOM

**9:00-10:30 AM**

### **INTERNATIONAL RECRUITMENT: ESTABLISHING A MULTI-FACETED APPROACH**

***Ismael J. Betancourt Vélez, Ed.D., Chief Global Officer &  
Assistant Provost for Global Education and Engagement,  
Radford University***

This session will provide an overview of the various pipelines to recruit international students, including the use of recruitment agencies, international collaborations, in-person college fairs, in-country representatives, and others. Bring your experiences and share with the group what has and hasn't worked for your institution. Let's discuss! .

**10:30-10:45 AM**

### **COFFEE BREAK**

**10:45 AM-12:15 PM**

### **GLOBAL PARTNERSHIPS: DEVELOPING JOINT/DUAL DEGREE PROGRAMS WITH INTERNATIONAL INSTITUTIONS**

***Sarah Olson, Director of Global Partnerships, The University of  
California, Davis***

***Amy Conger, PhD, Vice Provost for Global Engagement, The  
North Carolina State University***

This session will provide insights into creating sustainable joint and dual degree programs, including best practices for partnership agreements and curriculum integration.

**12:15-1:15 PM**

### **LUNCH**

**1:15-2:15 PM**

### **SMALL-GROUP BREAKOUT DISCUSSIONS**

***JY Zhou, Ed.D., Associate Provost for International Initiatives,  
and Executive Director, Center for Global Engagement, James  
Madison University***

Please join a table for interactive discussions.

**2:15-2:45 PM**

### **COFFEE BREAK**



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**DAY 2**

*Friday, April 4, 2025*

## ATLANTIC UNION BANK CENTER, MULTI-PURPOSE ROOM

**2:45-4:00 PM**

### DEVELOPING A STRATEGIC VISION AND PLAN FOR GLOBAL OPERATIONS

***Kalpen Trivedi, PhD, Vice Provost for Global Affairs, University of Massachusetts Amherst***

A strategic planning workshop focused on creating a comprehensive vision for global operations, aligning institutional goals, and implementing actionable strategies.

**4:00-5:00 PM**

### WHAT'S ON THE HORIZON: THE FUTURE OF GLOBAL OPERATIONS IN INTERNATIONALIZATION

***Panel Discussion with All Speakers***

An interactive discussion focused on emerging trends, innovations, and the future landscape of global operations in higher education. Audience participation is encouraged.

**5:00 PM**

### CONFERENCE WRAP-UP AND CLOSING REMARKS

#### NOTES

- Sessions will include time for Q&A
- All breaks and meals are designed for networking opportunities
- The program is subject to change; any updates will be communicated to participants

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## SPEAKER BIOGRAPHIES



**Amy Conger** serves as Vice Provost for Global Engagement at North Carolina State University. In this role, Dr. Conger leads the division to advance institutional partnerships, global learning, research collaborations, and outreach for the campus community. She is responsible for the operations of NC State's education abroad programs, international student and scholar services, global training initiatives, the NC State European Center in Prague, the North Carolina Japan Center, and intensive English programs. Dr. Conger is a Fulbright alumna (Japan) and her academic interests include comparative higher education systems and the role of higher education in social change. She has taught and published in the areas of campus internationalization, engaged learning, and global STEM programs.



**Elizabeth (Liz) Heavner** is the Manager of International Accounting at James Madison University. She attended JMU as an accounting major and has been working at her alma mater for 30 years in the international arena. She has experience with the many financial aspects of study abroad, including budgeting, banking, lease negotiations, employment and setting up legal entities. Prior to working for a state agency, she worked in the private sector in manufacturing accounting. Liz is an advocate for navigating complex situations and adapting accounting practices to global needs with an emphasis on abiding by the legal framework of each location.



**Bob Kolvoord** serves as the provost and vice president for Academic Affairs at James Madison University (JMU), where he is also a professor in the School of Integrated Sciences. From 2012-24, Dr. Kolvoord served as the founding dean of the JMU College of Integrated Science and Engineering. In this role, he led the establishment of a college designed to support the applied STEM focus of its units, and he was actively involved in developing new academic programs and international partnerships. Prior to that, he served as the interim director of the School of Engineering. Dr. Kolvoord is an award-winning teacher and scholar who specializes in the use of geospatial technology in education and the development of student spatial thinking skills. He was recognized with the 2011 SCHEV Outstanding Faculty Award. Co-founder of the innovative Geospatial Semester project, he is the co-author of five books and more than 70 publications. Dr. Kolvoord holds a B.A. (Physics) and an M.S. (Materials Science) from the University of Virginia, and a Ph.D. (Theoretical and Applied Mechanics) from Cornell University.

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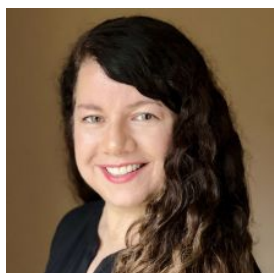
## SPEAKER BIOGRAPHIES



**Shaun M. Jamieson**, M.Ed., is International Risk Manager for Iowa State University, overseeing the university's international health, safety, security, and risk management initiatives including working with thousands outbound travelers, two foreign campuses, and managing the university's travel risk program. He has directly overseen programs in Turkey, India, and China and was previously the Chief Student Affairs Officer (CSAO) for the Duke University Talent Identification Program (Duke TIP). Shaun presents regularly on topics including global safety, crisis management, international insurance, and global compliance. He is Vice President of Pulse International and chair of the OSAC Academic Sector Committee.



**Joseph Levy** is a global operations consultant who has shepherded programs spanning 50+ countries and seven continents. At LevyGlobal Support ([www.levyglobalsupport.com](http://www.levyglobalsupport.com)), he helps universities, hospitals, and NGOs improve their business processes, and services for overseas programs and staff, and he provides tailored, tactical guidance on global HR, safety, cross-functional support structures, and new country startups. Previously, Joe served as CHRO of Clinton Health Access Initiative (CHAI), an 1800-person NGO, and as founder and Director of Global Support Services at Harvard University.



**Tina Mangieri** is Director of Global Initiatives and affiliated faculty in Global Studies at the University of Virginia. She has a PhD in Geography from the University of North Carolina at Chapel Hill, having conducted Fulbright and NSF-funded research on South-South economic networks in Kenya, Oman, and the UAE. Prior to UVA, she held faculty and administrative positions at Bates College, NYU Abu Dhabi, Champlain College, and Texas A&M University, in addition to serving as Director of Research/Associate Academic Director at DIS Study Abroad in Scandinavia and Dean for Africa at SIT Study Abroad. For over 20 years, she conducted fieldwork as senior archaeologist/principal investigator for research projects throughout Micronesia/Polynesia, Sweden, Tanzania, and Yemen, and as onsite academic director for education abroad programs in East Africa, West Africa, and Scandinavia. Her research and teaching interests include transnationalism, migration, cultures of economies, textiles/apparel, experiential pedagogies, and urban geographies of East Africa, the Arabian Peninsula, and Scandinavia. Reflecting this breadth, her publications include international research opportunities for US undergraduates in Europe, Swahili men's fashion, WWII Japanese shellfish farming in Micronesia, the politics of heterodox economics, and secondhand clothing in Kenya.

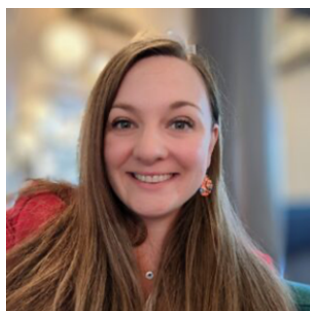
## DEVELOPING GLOBALLY ENGAGED INSTITUTIONS: STRATEGIES FOR NAVIGATING GLOBAL OPERATIONS



### SPEAKER BIOGRAPHIES



**Martyn J. Miller** serves as the assistant vice president for Global Engagement at Temple University where he oversees the Center for American Language and Culture, the Center for Chinese Language and Instruction, International Student Affairs (ISA), and International Student and Scholar Services (ISSS). He also plays a key role in fostering international university partnerships and student recruitment efforts in the Middle East, North Africa (MENA), and the Indian subcontinent. An Arab-American fluent in Arabic and English, Miller was raised in Syria and Lebanon, bringing a deep cultural understanding to his work. Miller has held leadership positions in such organizations as the Georgia Association of International Educators, Georgia TESOL, NAFSA, the Pennsylvania Council on International Education (PaCIE), StudyPA, and TESOL International Association. Miller was named a Fulbright Specialist in 2022, a prestigious distinction recognizing his expertise and contributions to global education. His current term extends through December 2025. Miller holds masters and doctoral degrees in Fantasy and Medieval English Literature from The University of Georgia. He earned his bachelor's degree with distinction in English Literature and a teaching diploma in English as a Foreign Language from the American University of Beirut (AUB).



**Sarah Olson** serves as the Director of Global Partnerships for Global Affairs at UC Davis. She started at UC Davis in this role in May 2024. She provides strategic vision and leadership to develop and sustain international collaborations that enhance student and faculty mobility, research initiatives, and global engagement in alignment with the university's mission. Sarah manages the process and communication of partnership building, hosts visiting international delegations, and collaborates with UC Davis units to grow comprehensive global partnerships. She also oversees data management to assess and support these partnerships. Previously, Sarah served as the Director of Global Partnerships at North Carolina State University, where she developed strategic international partnerships, led global delegations, and implemented new processes to enhance international collaboration. At Colorado State University, she managed international partnerships and faculty global engagement, connecting faculty with global opportunities and managing a comprehensive global engagement directory. She holds a BA in History from Gonzaga University and an MA in Organization and Leadership from the University of San Francisco. Sarah's expertise and dedication continue to enhance global engagement and collaboration in higher education. Sarah was awarded a Fulbright grant in 2022 and participated in an International Education Administrator seminar to Germany.

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### SPEAKER BIOGRAPHIES



**Clare Overmann** is a longstanding international education leader who joins AIEA following two decades working across sectors and cultures. Most recently, as a senior leader at the Institute of International Education (IIE), Clare led the organization's global strategic engagement with higher education institutions, governments, corporations, and foundations. Her extensive tenure at IIE included oversight of IIE's membership associations, Centers of Excellence, major U.S. government-funded programs, and corporate external affairs. An expert on academic partnerships, Clare led the growth and transformation of IIE's Center for International Partnerships and expanded its flagship International Academic Partnership Program to more than 15 countries. She served as the inaugural Executive Director of the National Academy for International Education and has collaborated with hundreds of colleagues around the world on publications, trainings, and convenings. A graduate of Georgetown University and New York University, Clare serves on boards at NYU and in her hometown in Montgomery County, Maryland.



**Jessica Sandberg** is a recognized leader in international education, specializing in advocacy work, start-up operations, and transformative enrollment strategies. As the inaugural dean of international enrollment at Duke Kunshan University—a joint venture of Duke University and Wuhan University—she leads recruitment, marketing, admissions, and financial aid. Previously, she served as Temple University's first Director of International Admissions and, earlier in her career, held international education roles at the Community College of Philadelphia and Vesalius College in Brussels, Belgium. Best known for founding the viral #YouAreWelcomeHere campaign and its companion scholarship program, her work has earned recognition on the Chronicle of Higher Education's 2017 "Influence List" and NAFSA's 2024 Award for Outstanding Achievement in International Enrollment Management. A frequent writer, presenter, and contributor to organizations like NAFSA, AIRC, NACAC, and AIEA, Jessica also plays a role in shaping the field through advisory board positions with TOEFL (ETS), Times Higher Education, Intead, and IDP.



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### SPEAKER BIOGRAPHIES



**Anna Schowengerdt** is the Assistant Vice President for International Operations at the University of Maryland Baltimore (UMB), leading a globally-dispersed team of international operations specialists who support the university's students, faculty, staff, and partners working and learning outside the United States. UMB's International Operations department provides expertise and assistance across multiple domains including travel safety and security, legal compliance, procurement and finance, human resources, information technology, and risk management. Before joining UMB in 2022 Anna worked for 25 years in several non-profit international humanitarian assistance and development organizations, including Catholic Relief Services, the Save the Children Federation, and the International Youth Foundation. Her roles throughout her career have included project management, disaster response, new business development, country office operations, and executive leadership of global program quality and delivery. Anna lived and worked in Liberia, Uganda, and Iraq, and has held short-term assignments in 11 other countries, in addition to extensive travel worldwide. Anna holds an M.A. in International Affairs from the University of Denver and a B.A. from Whitworth University.



**Kalpen Trivedi** is Vice Provost for Global Affairs at the University of Massachusetts Amherst. Dr. Trivedi previously served as the Director of Education Abroad at UMass Amherst and prior to that, as Director of the University of Georgia's Center and programs in Oxford, U.K., and faculty member in the English Department. He has nearly two decades of experience in international education with particular expertise in managing global partnerships, program design and evaluation, global operations and risk management, and international health and safety. Recognized as an AIEA Presidential Fellow for 2019-20, Dr. Trivedi is a member of AIEA's Professional Development & Engagement Committee. Trivedi is also Chair-Elect for NAFSA's International Education Leadership Knowledge Community (IEL KC). He is a member of the Standards and Governance Subcommittee of the US Department of State's Overseas Security Advisory Council (OSAC). Dr. Trivedi was a charter member of Arcadia University's Guild for Global Education and is a member of the Strategic Academic Advisory Board for Academic Programs International. Dr. Trivedi was educated in India and the U.K., with degrees from Gujarat University, the University of Oxford, the University of Cambridge, and the University of Manchester.



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### SPEAKER BIOGRAPHIES



**Ismael Betancourt Vélez** serves as the Chief Global Officer and Assistant Provost for Global Education at Radford University in Virginia. In this capacity, he manages all aspects on international operations at the institution, including international admission and recruitment, education abroad, international student and scholar services, the Intensive English Program, and the passport office. He also oversees Fulbright and other international research programs for students and faculty. Prior to joining Radford University, Dr. Betancourt served as Senior International Officer at various institutions around the United States, including Director of the Office of International Services at Saint Louis University, Executive Director of International Education at Xavier University (Cincinnati), and Vice President for Student Life, International Education and Auxiliary Services at Upper Iowa University. He also worked at Northern Arizona University as the Director of Education Abroad. Ismael holds an Ed.D. in Educational Leadership from Virginia Commonwealth University, and an Executive Masters in International Business and B.S. in International Business/International Studies from Saint Louis University. He is past President of AIRC: The Association of International Enrollment Management and has been a member of various organizations in the field of international education including NAFSA, AIEA, and AIRC, among others.



**JY Zhou** joined the Center for Global Engagement in July 2023. She is responsible for developing campus-wide comprehensive internationalization and leading the CGE to be instrumental in preparing our students to be educated and responsible global citizens through being the agents of change and engagement in both local and global communities. Dr. Zhou keeps an active research agenda and has published a series of articles on a new theoretical framework to define and assess comprehensive internationalization as a dynamic system. Her research and practices also include defining and assessing global learning, virtual engagement in international education, and internationalizing the campus through faculty. Dr. Zhou designs curricular and co-curricular projects to integrate and enhance the roles of technology, languages and cultures, community engagement, and collaborative teaching in global learning initiatives. AAC&U has recognized her work as a campus model for global learning. Dr. Zhou is frequently invited to consult and share her practices at prominent conferences and various universities. Dr. Zhou also serves in several leadership roles in a variety of international education professional organizations. She currently serves on the NAFSA 2026 Annual Conference Committee Chair and AIEA Professional Development and Engagement Committee. She holds a doctorate in Educational Theory and Practices from Binghamton University-SUNY.

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## About AIEA:

The Association of International Education Administrators (AIEA), a membership organization formed in November 1982, is the only association dedicated exclusively to senior leaders in the field of international education. AIEA members serve as leaders of higher education institutions and of organizations that support international higher education. AIEA equips leaders to shape the future of higher education in a global context.

## About James Madison University:

Founded in 1908, James Madison University is a public university located in Virginia's Shenandoah Valley. JMU is fast becoming one of the nation's leading lights in higher education because students enjoy unusually engaged relationships with world-class faculty who are here because they want to pursue knowledge and make teaching their number one priority.

## About JMU's Center for Global Engagement:

The Center for Global Engagement is committed to the principle that international experiences and perspectives are essential to any undergraduate and graduate education. To that end, we promote and encourage a critical awareness of world issues; knowledge of and an appreciation for other cultures, languages, and belief systems; a sense of global community; and a commitment to engagement at the international level, that we may educate active and responsible global citizens.

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