

Monija Amani, Ed.D.

Dear Members of the Search Committee,

I am excited to submit my application for the position of *Director for International Programs* at the University of Florida's Heavener School of Business (HSB).

My progressive leadership and deep commitment in international education and my extensive experience in overseeing and managing international programs' academics, operations, and policy (curricular & co-curricular), makes me the ideal candidate for this position. In addition, experiences gained, from my current role at Muhlenberg College and from Georgetown University's McDonough School of Business, in supporting both outgoing and incoming exchange students, will add value to the position of *Director of International Programs* at Heavener School of Business.

Moreover, my background in collaborating with the faculty and the senior leadership to identify, develop, and sustain strategic international experiences as well as my knowledge in facilitating international academic partnerships and exchanges, developing MOUs, and negotiating budgets has allowed me to develop critical skills needed to excel in this position. As a bilingual and bicultural international education leader, my commitment is not only to ensure the availability of a diverse portfolio of academic and experiential international programs that are accessible to all students, but also to be intentional in identifying and providing global opportunities that support the mission of the institution and the strategic priorities of its departments.

In my current role as the Executive Director of Global Education at Muhlenberg College, I oversee the daily operation of the Office of Global Education and am charged with developing and executing the global vision and priorities of the College that are inclusive, feasible, and accessible. During my time at Muhlenberg, I have supported 150+ study abroad and faculty-led programs in more than 20 countries. During my time at Muhlenberg, I have not only managed international programs' marketing efforts and student recruitment activities, but have also instituted a study abroad software to improve efficiency of the application process and students' data security, developed a data-base entailing transfer-credit approvals, have initiated new study abroad partnerships, and have negotiated/updated educational and budgetary agreements with partners abroad. Moreover, I have created a Global Advisory Board (GAB), composed of faculty and staff that reviews current international policies and recommends guidelines that address program sustainability, student safety, institutional risk and liability, as well as federal guidelines.

At Muhlenberg, I also work closely with the provost and dean of academic affairs in reviewing current academic, experiential education, and research-based study abroad programs and make recommendations for new initiatives that take into account student recruitment, advising, pre-departure, onsite support, and re-entry processes. I also work with the dean of institutional assessment to collect and review international programs' data to make informed policy decisions. Additionally, I work with the budget office to approve payments and to ensure the integrity of program budget and expenditures across all programs.

In my role as the Senior Assistant Dean at Georgetown University's McDonough School of Business (MSB), I was privileged to develop and implement a Global Strategic Plan (GSP) that was aligned with the values of both MSB and Georgetown University. A part of my GSP, focused on program assessment

and evaluation and targeted marketing efforts to increase student participation in international opportunities. Another component of the GSP was dedicated to collaborating with faculty and key campus partners in order to identify suitable international programs that aligned with students' major and minor requirements.

During my tenure at Georgetown's McDonough School of Business, I also managed the undergraduate Global Business Experience and Global Business Fellows programs, developed the annual global budget, awarded scholarships, and supported the faculty with the necessary tools to succeed in their off-campus teaching experiences. Furthermore, I partnered with the University Counsel to develop and review MOU's and educational agreements and trained staff on international safety measures affecting students abroad. As part of my role at MSB, I also coached and trained students to participate in domestic and international case competitions and hosted an annual on-campus international case competition that brought talented students, to Georgetown McDonough, from 20 prestigious business schools from the US and across the globe.

In previous roles at The George Washington University (GW), for nearly a decade, I had the privilege to work with nearly 1,200 students and provided comprehensive support services to graduate students in various majors. Prior to GW, I worked with students with disabilities and supported their academic or vocational choices. I'd be delighted to discuss those experiences and their relevance to the *Director of International Programs* position during the interview.

In addition to being an effective international education leader, I am also a passionate educator and a keen researcher. As leader, I am goal-driven, outcome-oriented, and seek opportunities for continuous improvement to ensure program achievements and student success. As an educator, I am student-centered and seek ways to integrate student voices to the programs and policies that affect their overall academic experiences and well-being. I also pursue programs and policies that create inclusive opportunities to enhance students' intercultural understanding and appreciation. As a researcher, I engage in program review and evaluation by analyzing data across different sectors to ensure student satisfaction and the quality of the study abroad programs. As such, I rely on data to make informed policy decisions in an effort to enrich students' experiences and success.

Considering my strong background as a committed international education leader who is devoted to creating sustainable and impactful global education programs, my hope is to have the opportunity to join Heavener's community of scholars, educators, and thought leaders to help elevate its international efforts and add value to its existing and robust international programs,

I welcome the opportunity to further discuss how my experience and professional background are well suited to assume responsibilities of the *Director of International Programs* at Heavener's School of Business. Thank you for your time and I look forward to hearing from you.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Monija Amani', with a stylized flourish at the end.

Monija Amani, Ed.D.

MONIJA AMANI, Ed.D.

EDUCATION

- Ed.D. Higher Education Administration (focus on study abroad and international education), **The George Washington University**, Washington, D.C.
 - M. A. Education and Human Development, **The George Washington University**, Washington, D.C.
 - B.A. Psychology, **University of North Florida**, Jacksonville, FL
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EXECUTIVE SUMMARY

- Strategic and Visionary Leader
 - International Program Development, Implementation, & Assessment
 - Academic Partnerships and Collaboration (local & international stakeholders), & MOUs
 - Effective Communication Strategies (marketing & messaging)
 - Proposal Reviews (faculty & international partners)
 - Budget Oversight and Management
 - Fund-Raising Through Office of Development, Corporate Partners, and Alumni Engagement
 - Project Management
 - Staff Supervision, Training, and Motivation
 - Crisis Management
 - International Education Leader, Educator, and Researcher
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SUMMARY OF PROFESSIONAL BACKGROUND

Muhlenberg College, Office of the Provost: 2022 - Present

- *Executive Director, Office of Global Education*

Georgetown University: 2010 – 2022

- *Adjunct Faculty*
- *Senior Assistant Dean, Director of Global Programs & Partnerships*
- *Assistant Dean, Director of Global Programs*
- *Associate Director*

The George Washington University: 2000 – 2010

- *Adjunct Faculty*
- *Student Services Director*
- *Graduate Student Services Coordinator*

State of Florida, Department of Education (Formerly Depart of Labor): 1993 - 1999

- *Senior Vocational Rehabilitation Counselor*
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ADMINISTRATIVE EXPERIENCE

Muhlenberg College: Allentown, PA

2022 - present - *Executive Director, Global Education*

- Oversee the strategic direction of global programs and new initiatives for the institution;
- Collaborate with the faculty to identify and create academic and experiential global courses;
- Support and oversee faculty-led and short-term embedded programs;
- Assess global programs for continuous improvement;
- Collaborate with partners (i.e., host institutions and providers) to negotiate educational agreements, budget, support services, and related resources;

- Reviewed and updated policies reflecting good practices;
- Support international students with study abroad advising, program selection, and visa related issues;
- Review need-based scholarship applications and award stipends based on financial need.

Selected Contributions

- ✓ In collaboration with campus stakeholders and senior leadership, negotiated and approved the study abroad application software- VIA;
- ✓ Launched the Global Advisory Board (GAB);
- ✓ Streamlined the application process and business processes;
- ✓ Approved 200+ nominations;
- ✓ Developed study abroad resources for parents.
- ✓ Developed assessment tools for evaluating programs abroad.
- ✓ Negotiated agreements and reduced cost.

Georgetown University: Washington, D.C.

2015 – 2022 Senior Assistant Dean, Director of Global Programs & Partnerships; Co-director, First-Year Seminar; Director of Business Case-competition; Director of Business Undergraduates Invested in Leadership Development (BUILD) Program, McDonough School of Business

As the Director **of Global programs & Partnerships** my role was to:

- Provided comprehensive advising to domestic and international student;
- Trained and supported faculty with the short-term programs abroad, and co-lead summer short-term summer abroad programs;
- Collaborated with faculty chairs to ensure appropriate study abroad credit transfers;
- Engaged in program review and assessment to ensure program growth and sustainability as well as student satisfaction;
- Expanded global programs (study abroad, international student programming, Global Business Experience, Global Internships, Alternative Global Immersion Programs, Global Embassy Series, & Global Custom Programs) through strategic initiatives and partnerships both domestically and on an international level;
- Worked with the Office of Advancement and corporate representatives to identify grant and sponsorship opportunities for student scholarships to support global initiatives;
- Managed and awarded scholarships; trained staff; developed academic policies regarding global programming and communicated those policies to both students and the faculty.
- Identified and developed strategic partnerships with local and global partners to meet institutional and student needs.

As the **Co-director of the First-Year Seminar (FYS) Program**, I:

- Managed student recruitment and enrollment process for 12-15 sections of this program and supervised the recruitment, hiring and training of writing and case coaches who supported students in each section;
- Worked closely with the faculty co-director in identifying local non-profit partner to present an experiential learning activity (business case) as part of the overall FYS program;
- Engaged in program assessment and review at the end of each cycle and use data to make program improvements.

As the **Director of the Business Case Competitions**, I:

- Directed the annual McDonough Undergraduate Business Strategy Challenge (MBSC) student conference;
- Trained business students on various problem-solving strategies and coached them when participating in domestic and international case competitions.

As the **Director of Business Undergraduates Invested in Leadership Development (BUILD)**, I:

- Worked with first-generation and minority students and introduced them to business concepts through a pre-orientation program that began during pre-orientation and continued throughout the academic year.

Selected Contributions:

- ✓ Launched the Global Strategy Advisory Council;
- ✓ Expanded the Global Business Experience program to Mendoza, Argentina, and New Delhi, India. Twenty-three students participated in each program;
- ✓ Managed Global Custom Programs with Beijing Institute of Technology, Zhuhai, ESADE School of Business (Barcelona, Spain). Programs generated funds that were used for study abroad scholarships;
- ✓ Raised funds through corporate and alumni sponsorships to support scholarships and business case competitions;
- ✓ Expanded the First-Year Seminar Program from 09 sections to 15 sections including one designated for transfer students.

2012- 2015 Assistant Dean, Director of Global Programs; Director of Alumni Mentor Program; Director of Undergraduate Student Research

As the **Assistant Dean, Director of Global Programs**, I:

- Managed curricular and co-curricular activities of students from diverse backgrounds;
- Bench-marked and developed proposals for faculty-led summer abroad programs;
- Served as the director of summer programs for the ESADE Business School, Oxford University, and Hong Kong's summer abroad programs;
- Co-led a 5-week summer program with business faculty in Barcelona, Spain; managed the Global Social Internship Program and facilitated student internships in Nicaragua, Peru, Costa Rica, Shanghai, and India.

As the **Director of Undergraduate Student Research**, I:

- Managed the launch of the first undergraduate business student research program and worked with faculty mentors in ensuring successful completion of student research projects;
- Hosted Research Day for student researchers and faculty mentors.

As the **Director of the Alumni Mentor Program**, I:

- Managed the undergraduate business alumni mentor program and coordinated co-curricular activities to enhance opportunities for internships and post-graduation employment;
- Managed the overall operation of student and mentor programming including mentor/mentees match and follow-up meetings.

Selected Contributions:

- ✓ In collaboration with the Senior Associate Dean and the business faculty launched a new 4-week summer abroad program with the Chinese University of Hong Kong in summer 2015 – up to 40 students participated;
- ✓ Proposed a new summer student program for Bocconi University, Milano, Italy – Proposal was accepted;
- ✓ Managed international summer internships with a non-profit, based in Nicaragua, Peru, and Costa Rica; 35 Students participated in this program in 3 years;
- ✓ Managed the process and implementation of the newly created Summer Undergraduate Research Program; 12 students and 12 faculty advisors participated in 2012. The program grew to 40 + students and 40 + faculty advisors since 2012.

- ✓ Directed the 1st Annual McDonough Undergraduate Research Symposium – hosted over 100 students, faculty, and staff from across the campus to show-case undergraduate researcher’s summer projects;
- ✓ Expanded the alumni database through recruiting and serving a minimum of 120 students and 40 mentors during each academic year;
- ✓ Co-chaired the first Undergraduate Women in Business Conference in 2013 – over 100 participants attended;
- ✓ Raised \$6,000 in sponsored funds for the Women in Business Conference;
- ✓ Chaired the National Undergraduate Business Symposium in 2014 – participants included nearly 100 staff, faculty, associate, and assistant deans from 20 institutions across the nation;
- ✓ Chaired Honor Council cases involving academic violations.

2010- 2012 Associate Director, McDonough School of Business

- Managed academic and support services of a diverse group of students including first-year and transfer students;
- Supervised students’ academic progress and facilitated their adjustment, retention, and timely movement into academic majors and degree completion;
- Initiated specific projects related to program development and enhancing student satisfaction;
- Represented the Undergraduate Program through committees and worked with the faculty on a host of student-related matters.

Selected Contributions:

- ✓ Contributed to the development and approval of academic exchange and summer abroad programs with the ESADE School of Business in Barcelona, Spain; the proposal was accepted and implemented. The program has grown and sustained from 2012 to the present;
- ✓ Facilitated the development and initiation of three student organizations: *McDonough Global Student Association, McDonough Retail and Luxury Association, and Undergraduate Net Impact*;
- ✓ Coordinated student community engagement through a partnership with the District of Columbia Public Schools;
- ✓ Launched the first Global Embassy Series.

The George Washington University, Washington, DC

2002 – 2010 Student Services Director, The George Washington University, Graduate School of Education and Human Development.

- Managed the operations and administrative functions of master’s, education specialist, and graduate certificate (*on-campus & distance learning*) programs in the department of teacher preparation;
- Contributed to curriculum development, program design and evaluation, and assisted in managing a \$1.25M federally-funded program grant;
- Closely worked with the deans, senior faculty, and appropriate university offices to establish and approve new academic programs; supervised student recruitment, admissions, registration, and degree conferral process;
- Coordinated marketing strategies for on-campus and online programs;
- Served as an advisor and monitored students’ academic status, planned and hosted information sessions, conducted student interviews for prospective students and processed scholarship awards.
- Supervised research assistants.

Selected Contributions:

- ✓ Contributed to program review and assessment for the graduate certificate programs.

- ✓ Played a key role in the creation of a professional development training program and partnership with the U.S. Department of Veterans Affairs, Virginia Department of Rehabilitative Services, and District of Columbia Public Schools;
- ✓ Played a key role in the approval process and establishment of on-campus and distance certificate programs;
- ✓ Collaborated with the department faculty on writing and obtaining a \$1.5M grant from the U.S. Department of Education for the development and implementation of a master's and graduate certificate programs;
- ✓ Participated in successful program accreditation processes through committee activities and report preparation;
- ✓ Designed and implemented a Student Handbook and program pamphlets to enhance communication and increase efficiency.
- ✓ Resolved enrollment challenges and reduced costs by designing and implementing new admissions and student services protocol, which resulted in effective communication and timely services;
- ✓ Guided students through the appeal and grievance process.

2010– 2002 Graduate Student Services Coordinator, Graduate Dean's Office

- Administered academic services for 10 graduate programs for the Department of Teacher Preparation, entailing nearly 1,000 students;
- Provided academic advice and guided students through admissions, registration, and commencement;
- Worked closely with faculty and deans in monitoring students' academic standing and ensured students' adherence to graduate policies;
- Participated in policy amendment activities and interacted with the department chair, faculty, and other university constituents regarding various academic affairs.

Selected Contributions:

- ✓ Resolved complex litigious student complaints in collaboration with Dean's Office. Actions deterred further litigation;
- ✓ Regulated visa statuses of international students. All achieved degrees.;
- ✓ Guided students through the appeal and grievance process.

Vocational Rehabilitation, State of Florida: Orlando & Jacksonville, Florida

1993 – 1999 Senior Vocational Rehabilitation Counselor

- Coordinated academic and transition services for nearly 300 students with disabilities;
- Provided academic and career counseling and guided them into post-secondary or workforce options;
- Evaluated students' educational credentials and collaborated with community colleges in providing vocational, developmental, and academic services;
- Approved and hired contractors, negotiated salaries, and served as a liaison between local agencies and institutions of higher education;
- Hired and supervised sign language interpreters.

Selected Contributions:

- Provided educational advice that resulted in 40% entering college for the first time.
- Provided career counseling that resulted in 60% securing employment.

TEACHING EXPERIENCE

GEORGETOWN UNIVERSITY, Washington, D.C.
Adjunct Faculty

- Ethics and Leadership in Higher Education (Fall 2021)
- Student Affairs: Orientation to the Profession (Spring, 2019 & 2020)

THE GEORGE WASHINGTON UNIVERSITY, Washington, DC

Adjunct Faculty

- Introduction to Qualitative Research & Design (Fall 2014 & Spring 2016)
- Organizational Theories (co-instructor, Fall 2014)
- Family Partnerships for Systems Change (both online and on-campus; several semesters between 2002 – 2009)

Guest Lecturer

- Introduction to Qualitative Research Methods (Spring 2014)
- Administration of Higher (Spring 2011)

Teaching Assistant

- Introduction to Qualitative Research Methods (Fall 2010)
- Introduction to Brain Injury (both online and on-campus; several semesters between 2002 – 2009)

PUBLICATIONS

- Amani, M. & Kim, M. M. (2019). Enhancing Study Abroad Participation and Choice of Destination at Community Colleges. In Malveaux, G. F. & Raby, R. L. (Eds), *Study Abroad Opportunities for Community College Students and Strategies for Global Learning* (pp.131 – 146). GI Global, USA.
- Amani, M. & Kim, M. M. (2017). Study Abroad Participation at Community Colleges: Students' Decision and Influential Factors. *Community College Journal of Research and Practice*. Volume 42 (10).

DISSERTATION COMMITTEES

- Isaac A. N. (2018). *Organizational Culture and Brand Equity at Virginia's Historically Black Colleges and Universities*. Unpublished Manuscript.
- Bernie D. S. (2016). *Going It Alone: A Case Study of Institutional Autonomy and Public Higher Education in Virginia*. Unpublished Manuscript.

MASTER'S THESIS COMMITTEES

- Alexis H. (2020). Recruitment and Adequate Support for Continuing Education Students of Color. Unpublished Manuscript.
- Darrius M. (2020). Retention: Undergraduate African American Males in Higher Education and Support Needed. Unpublished Manuscript.

PROFESSIONAL PRESENTATIONS

- Amani, M., & Wilson, E., (2023). Equipping Faculty Leaders to be Resilient Risk Managers: Identifying roles and responsibilities. Institute for Health, Safety, Security, and Risk. Temple University, Philadelphia, PA.
- Amani, M., & Grant, P. (2015, March). Building Campus Diversity: Collaborations among stakeholders. University of Texas, Austin, TX.
- Amani, M., & Louison, P. (2012, March). Entrepreneurship Fellows Program: A new paradigm for curricular innovations. Washington University, Olin School of Business, St. Louis, MO.
- Amani, M. (2011, April). Student Mentoring for Success. National Business Symposium, College of William and Mary, Williamsburg, VA.
- Amani, M. (2009, March). Community College Students and Study Abroad Participation. Harvard Graduate School of Education, Research Conference (Cambridge, MA).

- Amani, M. (2009, February). Factors Influencing Students' Study Abroad Decisions and Participation at Community Colleges. The George Washington University - Educational Symposium for Research and Innovation, (Washington, DC).
 - Ruoff, J. K., & Amani, M. (2008, October). Infusing multicultural Perspectives into Brain Injury Professional Training Program. Journal of Head and Trauma Rehabilitation, v 23 (5).
 - Amani, M. (2006, February). Internationalization and its Impact on Community Colleges. The George Washington University Educational Symposium & Research Innovations (Washington, DC).
 - Unpublished Manuscript.
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CAMPUS and SCHOOL COMMITTEES

- Chair, Global Advisory Board – Muhlenberg College (2022 – Present)
 - Chair, Global Education Strategy Committee – McDonough School of Business (2019 – Present)
 - Study Abroad Program and Policy Committee, Georgetown University (2010 – Present)
 - Georgetown University Admissions Office Liaison (2012 – 2015)
 - Honor Council, Campus-wide (2014 – 2017)
 - Undergraduate Marketing Curriculum Committee, McDonough School of Business (2010 – 2015)
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PROFESSIONAL AFFILIATIONS

- National Association of Foreign Student Advisors (NAFSA)
- Forum on Education Abroad
- Association of International Education Administrators (AIEA)