

# George F. Kacenga, PhD

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[gkacenga@gmail.com](mailto:gkacenga@gmail.com)

## PROFILE

Two decades of experience in higher education with expertise in:

- International affairs
- Academic affairs
- Student affairs
- Enrollment Management
- Sponsor & Agent relationship management
- Contracts & Partnerships
- Public policy
- Business administration
- Organizational development
- Regulatory analysis, interpretation, and compliance
- Project management
- Program development
- Budget oversight and analysis
- Strategic planning
- Risk management
- Human resource management and supervision
- Staff development
- Advocacy and coalition building

## PROFESSIONAL VALUES

- Leadership
- Commitment
- Teamwork
- Integrity
- Innovation

## Personal Statement

*[On Leadership: Service]*

I believe that **leadership** is first and foremost an act of **service** and that the primary function of leadership is to **produce more leaders**, not more followers. That's how I approach my role as a leader, to create a hub that produces strong professionals in higher education who *can* follow but are prepared to lead.

## PROFESSIONAL EXPERIENCE

### International Affairs

(NOTE: This is a representative sample. It is not exhaustive.)

#### Executive Director of Global Engagement

2018-Present

Office of Global Engagement

**PURDUE UNIVERSITY NORTHWEST** The Executive Director of Global Engagement works to further internationalize both PNW campus locations by supporting global awareness through the development of international partnerships and exchanges, intensive English, education abroad opportunities, increased international student enrollment, and cross-cultural programming on and off campus. The focus of the past 18-months has been budget solvency, establishing and documenting policies and procedures, and leveraging technology.

- Support the development and experience of international students and intercultural engagement for the entire student body.
- Directly supervise 6 units: International Admissions, International Student & Scholar Services, the English Language Program, International Programming, Education Abroad, and Global Partnership.
- Oversight of an approximate 2M budget for 17 staff, in addition to Global Ambassadors and Student Assistants; negotiated a new budget structure and currently pilot the new IBBM.
- International scholarship development for Athletics and Faculty Recruitment.
- American Council on Education (ACE) Internationalization Co-Chair.
- Strategic Planning Task Force member and PNW Identity Strategic Theme Concept Paper Co-Author.
- Incentive Based Budget Model Committee member.
- Established and operationalized the Global Partnerships unit of the Office of Global Engagement, systematizing LOI, MOU and Activity Agreement for 150+ contracts.
- Guest Lecturer, Honors College English (Fall 2018).
- Member of the Purdue University System *Global Activities Committee*.

#### Director of International Enrollment Management

2011-2018

Office of International Affairs



University of Colorado  
Denver | Anschutz Medical Campus

Served as a senior administrator in the Office of International Affairs (OIA), a comprehensive central administrative

office serving nearly 2,000, allocating over 6 million dollars in a dual-campus model.

- First Director of International Enrollment Management responsible for partnering with a wide range of internal and external stakeholders, reporting to both the Deputy and Executive Directors of International Affairs. A nearly 600K budget is focused on diversification of international student population; improved academic profile evidenced specifically through math and English proficiency assessments, and responsible for delivery of a wide range of programs/services related to the internationalization of all 13 schools/colleges on the University of Colorado's [Denver Campus](#) and [Anschutz Medical Campus](#).

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## SELECT ACCOMPLISHMENTS

- International Admissions - Developed and implemented the first Strategic International Enrollment Management Plan (SIEMP).
  - Met or exceeded institutional enrollment goals 6 of 7 years.
  - Revised and recalibrated the objectives and strategies of international admissions, including social media and Zoom-inars.
  - Oversaw enrollment growth, diversity, and improved international profile.
  - Led the recruitment-ROI initiative resulting in a series of data analytics integral to campus strategic planning.
  - Oversaw the execution of multiple MOU's with foreign governments and/or domestic institutions.
  - Established policies and procedures for university work with recruitment agents and sponsor relationship management.
- Global Education - Worked collaboratively with the Director of Global Education regarding the development of study abroad programs and to leverage the growing interest in study abroad from international students.
- International Colleges & Partnerships - Developed key partnerships with foreign embassies regarding sponsored international students.
- ESL Academy - Participated in the launch of the new ESL Academy in January 2012 and continue to leverage the ESL pathway to recruit students, increase the academic profile, and improve student success.
- International Student & Scholar Services - Co-Chair the IA/ISSS integration committee with the Director of ISSS to coordinate critical handoffs between our departments and to manage international student success initiatives.
- CU Denver Committees (not exhaustive) - Core Curriculum Oversight Committee, Graduate Program Working Group, IEM Chair, ROI Chair, NSSE Team and Survey Group, Undergraduate Working Group.

### Assistant Director of International Admissions

2006-2011



### University of Pittsburgh

Served as the university team lead on international admissions policies and procedures, recruitment strategy, and foreign credential evaluation. After several years of enrollment growth as part of the Office of International Services (OIS), the international admission team was transitioned from OIS to the Office of Admissions and Financial Aid (OAF). In both capacities, I was responsible for serving the University of Pittsburgh's 16 schools/colleges, including the University of Pittsburgh Medical Center and affiliated institutes/centers, as well as four regional campuses (Bradford, Greensburg, Johnstown, and Titusville).

### Office of Admissions and Financial Aid

2009-2011

- Coordinated the integration of international admissions operations into the business processes of the domestic admissions office during an administrative infrastructure merger. Served as a valuable resource regarding immigration policies and procedures, as well as a communication conduit with the Office of International Services.
- Served as a team lead for international recruitment, credential preparation, and admissions committee decisions.
- Organized and executed the first International Student Day as part of a larger initiative to improve international student recruitment efforts from contiguous counties and states.

### Personal Statement

*[On Leadership: Priorities, Purpose, and Passion]*

A clear purpose gives birth to passion. **Priorities** then protect my **purpose** and **passion**. And proper pacing prolongs them.

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- Coordinated and taught the systematic analysis of foreign academic credentials for undergraduate and graduate applicants to a broad audience serving multiple admissions offices throughout campus, including medical programs.
- Initiated development planning and activities to support a new dimension of the Alumni Ambassadors program to advance internationalization of the university across all programs and disciplines through collaborative strategic planning and alumni relations strategies. This was a new initiative requiring baseline planning and collaboration with Institutional Advancement.
- Served on the admission committees for multiple undergraduate student populations, managed the class profile with a Hobson's platform, and contributed to multiple communication plans and marketing publications.

## Office of International Services | Division of Student Affairs 2006-2009

- Supervised staff that evaluated the foreign educational credentials of applicants to undergraduate, graduate, medical, and first professional degree programs and had routine exposure to immigration services.
  - Annual application growth between 20-30% with increasing academic competitiveness.
  - 1,300-1,500 graduate credential evaluations per year from over 70 countries.
- Maintained and coordinated the application processes and procedures relating to exchange students in cooperation with the Study Abroad Office and other relevant departments.
- Co-Chaired the 'Sophomore Year Experience' team that contributed to a significant retention effort that resulted in the 'Outside the Classroom Curriculum.'
- Served as an 'Emerging Leaders' program faculty for multiple semesters, to help students discover and develop their personal capacity to lead effectively during college and beyond.
- Served on the Division of Student Affairs 'Assessment and Measurement Team' to align sponsored student activities to established baseline outcome objectives.
- Created and delivered multiple presentations for the OIS 'International Services and Development Track' program for Pitt faculty and staff.
- Served as a liaison to a wide variety of administrative and academic units throughout the University system, to provide information, support, and responses to questions/concerns regarding a wide range of topics and issues including international education, international academic institutions, and international admissions.

### Personal Statement

*[On Leadership: Risk and Change]*

**Risk** and **change** seem dangerous to many people because they are more comfortable with the status quo and don't want to engage in the risky business of coming up with new solutions. But the truth is that a person who refuses to risk change fails to grow. And a **leader** who loves the status quo soon becomes a follower.

### Higher Education Consultant Office of International Education

06/2008-12/2008



Provided consulting services to [Point Park University](#) when the Director of International Education resigned. Submitted a strategic plan to the Provost for the reorganization of the Office of International Education, which included International Admissions and International Student & Scholar Services.

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## Assistant Director, Admissions & Financial Aid *Office of Admissions and Financial Aid*

2002-2006



SAINT VINCENT  
COLLEGE

Started in this position the academic semester following the events of 9/11 and coordinated a comprehensive reorganization of international recruitment strategies while also co-coordinating the institutional response to the major regulatory changes that followed 9/11, including the implementation of the Student & Exchange Visitor Information System (SEVIS).

- Successful recruitment of international, transfer, graduate, and domestic students.
- Served as the first graduate student recruiter, domestic and international, after the delivery of graduate level education for the college was approved. Established baseline policies, procedures, and strategy.
- Education Certification and Continuing Education application process coordinator.
- Financial aid coordination for territory prospects.
- Worked closely with the Benedictine Monastery and Seminary to establish best practices in international prospect recruitment and foreign academic credential analysis.
- Established protocols, recruitment, and communication with all prospective students, in addition to implementing the Wimmer Day Full-Scholarship Competition.
- Served as a Residence Hall Director in Student Affairs concurrent to my full-time administrative role.

### Consultant

*(NOTE: This is a representative sample. It is not exhaustive.)*

- University of Minnesota (Enterprise)  
International Affairs professionals  
*Using Data to Inform International Recruitment Strategy*
- University of California, Santa Cruz  
Department of Enrollment Management  
*ROI Metrics*
- ROlie.com, Co-Creator  
A free, online tool for enrollment professionals who need to better understand 'Return on Investment' (ROI) and its variables.

### Professional Engagement

*(NOTE: This is a representative sample. It is not exhaustive.)*

- Fulbright Application Reader (2019)
- Current member of AIRC: American International Recruitment Council
  - 2019 - Board President
  - Founding Program Director, co-author, and current faculty member for the *International Student Recruitment & Enrollment Planning* (ISPREP) professional certificate program
  - Serve as an External Reviewer to award agent certification
- Current member of NAFSA
  - 2017-2018 – Leadership Development Committee, Member-at-Large

### Personal Statement

*[On Leadership: Vision]*

Shortly after the completion of Disney World, someone said to Mike Vance, director of Disney Studios, "Isn't it too bad that Walt Disney didn't live to see this?" Vance replied, "He did see it – that's why it's here."

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- 2015-16 – NAFSA Annual Conference Local Arrangements Team Co-Chair (Denver)
- 2013-15: Recruitment, Advising, Marketing, and Admissions (RAMA) Network Leader
- 2013-15: Co-Chair of the Rainbow Special Interest Group.
  - Presided over and championed two years of fundraising to support a five thousand dollar scholarship to study abroad. The 2015 award effort resulted in raising over fifteen thousand dollars, resulting in the first triple-award in the history of the scholarship.
- Current member of TAICEP: The Association of International Credential Evaluation Professionals
  - Chair of the Organizational Advancement Committee
- Current member of FEA: Fund for Education Abroad, \$10 Million Campaign Steering Committee
- Current member of AIEA: Association of International Education Administrators
- 2012 Fulbright Korea Administrator Award Recipient
  - Attended meetings with representatives from Korean universities, private-sector agencies and organizations and selected government agencies.

## Professional Development Trainings (Not exhaustive)

- Certificate in [Crucial Conversations](#)® Training Program
  - Skills for communicating when the stakes are high, opinions vary, and emotions run strong.
- Certificate in [DiSC](#)® Personal Assessment
  - The model provides a common language that people can use to better understand themselves and adapt their behaviors.
- Certificate in Personalysis® Fundamentals
  - A catalyst to help teams discover, honor, and leverage their individual and collective strengths; develop new ways of communicating; make better decisions; and stay in sync.

## HONORS & AWARDS

- 2019 – Appreciation for term of service as AIRC Board President
- 2016 – International Education Research Foundation (IERF) Sepmeyer Research Grant Recipient.
- 2016 – American International Recruitment Council (AIRC) Marjorie Peace Lenn Research Award Recipient.
- 2015-16 – NAFSA 2016: Denver Local Arrangements Team Co-Chair.
- 2013-15 – Co-Chair of the NAFSA Rainbow Special Interest Group.
- 2014-15 – Managing Editor of the Academic Credential Evaluation IEM Spotlight newsletter.
- 2014-16 – Colorado RUSH R.F.C. Board of Directors - Director of Sponsorship and Marketing.
- 2013 – Appointment to the NAFSA National Leadership Team's International Enrollment Management Knowledge Community as Recruitment, Advising, Marketing, Admissions (RAMA) Network Leader.
- 2012 – Fulbright Korea Administrator Award Recipient.
- 2009 – NAFSA Recognition Award, National Curriculum Committee.
- 2008 – Pitt Division of Student Affairs *Service to the Community* Award Winner.
- 2002 – Saint Vincent College *Service to the Community* Award Winner.

### **Personal Statement**

*[On Leadership: Values]*

**Values** matter – not just in our personal lives, but in the workplace as well. A good leader seeks to create a values-driven work environment and instill in everyone in the organization a stakeholder mentality that is anchored in those values.

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### PUBLICATIONS

- Kacenga, George F. (2019) International Enrollment Management. In David Di Maria (Ed.), *Senior International Officers: Essential Roles & Responsibilities*. NAFSA. Washington, DC.
- Kacenga, George F. (2019) One the Rise: State Consortia – Going Beyond Student Recruitment to Advocate for International Education. NAFSA International Educator. (Jan/Feb 2019)
- Kacenga, George F. (2017). Quantitative and Qualitative. NAFSA International Educator. (Fall 2017)
- Kacenga, George F. (2016). Applied Comparative Education through the Analysis of Foreign Academic Credentials. The [AACRAO International Guide](#). August 2016.
- Kacenga, George F. (2015). Agency Based International Recruitment: Members' Perceptions On Baseline And Best Practices In Campus Services for International Students. American International Recruitment Council (AIRC). Co-Author.
- Kacenga, George F. (2014). [Mission Apt: Evolving Strategies for Global Student Recruitment](#). Institute of International Education (IIE) Networker, Spring 2014 - March.
- Kacenga, George F. (2013). Partnership Models. IEM Spotlight Newsletter, Vol. 10, Issue 3 - November 2013.
- Kacenga, George F. (2013). The Roadmap to a Rewarding Career. IEM Spotlight Newsletter, Vol. 10, Issue 2 - August 2013.
- Kacenga, George F. (2012). College Fairs. In Lisa Cynamon Mayer & Michael Waxman-Lenz (Eds.), [88 Ways to Recruit International Students: A Comprehensive Survey of Recruitment Ideas and Practice](#) (pp. 30-33). [www.intead.com](http://www.intead.com)
- Kacenga, George F. (2008). View from Outside the Classroom. The University Times. February 7, 2008: Volume 40, Number 11.
- Kacenga, George F. (2007). View from Outside the Classroom. The University Times. April 19, 2007: Volume 39, Number 16.

### PRESENTATIONS AND WORKSHOP HIGHLIGHTS

- AIRC Faculty Dean. International Student Recruitment and Enrollment Planning (ISREP). Content co-developer and co-presenter. 2019-Present.
- NAFSA Conference. Immigration Services and the Systematic Approach to Global Engagement. Co-Presenter. May 2020.
- NAFSA Conference. Business Intelligence: Aligning Markets, Tactics and Timing Across Challenging Landscapes. Co-Presenter. May 2020.
- Study Abroad Capacity Building Workshop at California State University Bakersfield sponsored by the U.S. Department of State's Bureau of Educational and Cultural Affairs. Developing a Global Mindset for All Students. Keynote Speaker. January 2020.
- AIRC Conference. Productive Partnerships with Third-Party Recruiters. Co-Presenter. December 2019.
- AIRC Conference. Forensic Fun! Developing Forensic Skills to Identify Fraud. Co-Presenter. December 2019.
- EducationUSA Forum. Best Practices in Working with Recruitment Agents. Co-presenters: EducationUSA, NACAC, Dept. of Commerce. July 2019.
- AIRC Virtual Workshop. Impactful Marketing and Communication Strategies (Enrollment Management). Faculty. June 2019.
- AIRC Virtual Workshop. Deciphering Educational Systems and the Admissions Process. Faculty. March 2019.

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- Mazoon College Workshop (Oman). The Goals of a Liberal Education. Presenter. February 2019.
- AIRC Virtual Workshop. Navigating the Regulatory Environment (Immigration). Faculty. February 2019.
- WISE Conference. We Can Get There From Here: Mapping and Measuring Cross-Cultural Mindset through Curricular Interventions. February 2019.
- US Dept. of Commerce, International Education Stakeholder Roundtable. Raising the Level of International Education within States: ROI Assessment Tools; and Addressing Data Gaps. February 2019.
- NAFSA: Association of International Educators, National Conference. Making the Most of Your Recruitment Investments. May 2017.
- NAFSA: Association of International Educators, National Conference. Measuring Return on Investment in International Recruitment: A Working Model. May 2017. (Also May 2016)
- US Commercial Service. Calculating Return on Investment for your International Marketing and Recruiting. May 2017.
- The Association for Graduate Enrollment Management (NAGAP), 30th Annual Conference. 360° View on Transnational Education. April 2017.
- American International Recruitment Council (AIRC). Plenary: Member Panel on Future Trends in International Recruitment. December 2016. Panel Participant.
- American International Recruitment Council (AIRC). Measuring Return on Investment in International Student Recruitment: A Working Model. December 2016.
- American International Recruitment Council (AIRC). Pre-Conference Workshop: Using Data to Inform International Recruitment Strategy. December 2016.
- Student Organization Workshop Series. Leadership: Ethics and Values. October 2016.
- Regis University, National Jesuit Leadership Conference: Peace by Piece. Globally Competent Practice Panel. July 2016. Panel Participant.
- ROIIE Online Tool for Practitioners. Return on Investment for International Education. [www.roiie.com](http://www.roiie.com). May 2016. Co-Creator.
- NAFSA: Association of International Educators, National Conference. A Dialogue on Recruiting International Students at U.S. Community Colleges. May 2015.
- NAFSA: Association of International Educators, National Conference. Actions Speak Louder Than Words: Executing Plans for Campus Internationalization. May 2015.
- NAFSA: Association of International Educators, National Conference. Engaging and Enrolling the LGBTQ Community Through Strategic Marketing. May 2015.
- CU Denver Student Organization Workshop Series. Effective Leadership: Motivating Those Around You. March 2015.
- CU Denver Lynx Leadership Conference. Valuing Diversity in a Changing World of Leadership. January 2015.
- American International Recruitment Council (AIRC) 6<sup>th</sup> Annual Conference. Discussion: Campus Services for International Students: Basic and Best Practices. December 2014.
- World Education Services (WES) Student Advisor. Application Series: Letters of Recommendation & Financial Aid. November 2014.
- CU Denver Lynx Summit. Motivating Those Around You. July 2014.
- NAFSA Online Conference: International Student Recruitment: Data-Driven Strategies for Success. Best Practices in Recruitment for the ASIA Region. July 2014. Poster Presentation.

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- Collegial Conversation with NAFSA. Promoting an Overarching International Recruitment Strategy Encompassing both Intensive English and Degree-Seeking Programs. July 2014.
- NAFSA: Association of International Educators, National Conference Poster Presentation. Recruitment for Campus-based IEP Pathways into Degree Programs. May 2014.
- NAFSA: Association of International Educators, National Conference. Increasing Diversity Outreach and Support in International Education. May 2014.
- College Week Live International Financial Aid Week. Breaking Barriers: Financing Higher Education in a Global Marketplace. December 2013.
- EducationUSA Virtual Fair. Opportunities on a U.S. Campus for International LGBT Students. September 2013.
- University of Colorado Denver International Sponsored Student Program (ISSP). American Culture. October 24-25, 2011.
- NAFSA On-Demand Workshop: Foreign Educational Credentials Analysis at the University of Massachusetts – Lowell. Co-Trainer for a one-and-a-half day session, December 2010.
- NAFSA: Association of International Educators, National Conference Day-Long Workshop: Basics of Effective U.S. International Admissions. Lead Trainer, May 30, 2010. (Also May 2009)
- University of Pittsburgh Office of Cross-Cultural and Leadership Development. Emerging Leaders. 10-week program for undergraduate students. Fall 2009 and Fall 2008. Instructor/Facilitator.
- University of Pittsburgh Office of International Services. Orientation Program: Culture Shock. For 400+ graduate and undergraduate students. August 25, 2009. (Also August 2008; August 2007).
- University of Pittsburgh Office of International Services. Internal Services Development Track. International Admissions and Foreign Credential Evaluation. April 15, 2009. (Also April 5, 2007)
- NASPA Region II Conference. Session: Bridging National Borders and Cultures: A Counseling Center Perspective. June 16, 2008.
- NASPA Region II Conference. Session: Building Bridges in the World of Work for Our International Students. June 16, 2008.
- NAFSA Curriculum Team: Building an International Admissions Office. Curriculum development for a day-long workshop to be given at the regional and national level. (2008). Curriculum and Content Specialist.
- AACRAO and the Australian Embassy. The Impact of Bologna and Three-Year Degrees on US Admissions: A Discussion of Three-Year Degrees from Europe, Australia and the UK. November 2-3, 2006.
- University of Pittsburgh European Union Center of Excellence. The Bologna Process: Transatlantic Perspectives. June 22-24, 2006.



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### EDUCATION

*Bachelor of Arts (BA) – In Progress*

[Spanish](#) Major  
Purdue University Northwest  
Hammond, Indiana

*Doctor of Philosophy (PhD)*

[Social and Comparative Analysis in Education](#)  
University of Pittsburgh  
Pittsburgh, Pennsylvania

*Master of Science (MS)*

[Curriculum & Instruction](#)  
Saint Vincent College  
Latrobe, Pennsylvania

*Bachelor of Arts (BA)*

[Communication](#) Major, [Political Science](#) Minor  
- Student Government President  
- New Student Orientation Chair Person  
Saint Vincent College  
Latrobe, Pennsylvania

### Language Proficiency

English  
Spanish (Intermediate)

### INTERNATIONAL TRAVEL

Argentina, Australia, Bangladesh, Belize, Canada, China, Dominican Republic, England, France, Germany, Hong Kong, India, Indonesia, Ireland, Italy, Japan, Kazakhstan, Korea, Kuwait, Mexico, Oman, Qatar, Saudi Arabia, Scotland, Singapore, Spain, Taiwan, Thailand, United Arab Emirates, Uruguay, Vietnam.