



FROM KICKOFF TO CONSENSUS



THE 2026 FIFA WORLD CUP AND NORTH AMERICAN CROSS-BORDER COOPERATION

March 13-14, 2026

9:00 AM-5:30 PM Central Time

University of Houston Law Center

John M. O'Quinn Law Building

Foundation Room

In Person Only

7.5 Texas MCLE credit available



Agenda | Friday, March 13, 2026

10:00 AM | **Check-In & Law Center Tour**

10:45 AM | **Welcome & Remarks**

Karen Jones

Executive Director, Global and Graduate Programs
University of Houston Law Center

11:00 AM | **The FIFA 2026 World Cup in North America –
.5 Overview and Key Themes**

Brian Michael Cooper

OF Counsel
Greenberg Traurig LLP

11:30 AM | **USMCA Five-Year Review and Regional
.5 Integration**

Julian Cardenas

Research Assistant Professor
Director, Center for U.S. and Mexican Law
University of Houston Law Center

12:00-1:00 PM | **Lunch/Networking**

1:00 PM | **Fireside Chat**

1.5

Lynn Carrillo de la Camara

Director of Commercial Legal
FIFA



Agenda | Friday, March 13, 2026

2:40-3:30 PM
.75

Session I: Legal and Institutional Frameworks

Moderator: Yigal Saghian

OF Counsel
Greenberg Traurig LLP

Alberto Ugarte
Program Director
Tecnologico de Monterrey

Alina Gamboa Combs
Lecturer and Researcher
Universidad Anahuac

3:30-3:40 PM

Break

3:40-4:40 PM
1.0

Session II: Trade, Labor, and Mobility

Moderator: Julian Cardenas

Research Assistant Professor
Director, Center for U.S. and Mexican Law
University of Houston Law Center

Cato Willems
PhD Researcher
KU LEUVEN

Rodolfo Rueda Ballesteros
Partner
Holland & Knight LLP

Santiago Isusi Jiménez
Policy Advisor
Holland & Knight LLP

4:40 PM

Final Comments Day One

Leonard M. Baynes
Dean, Hugh Roy and Lillie Cranz Cullen
Distinguished Chair, and Professor of Law
University of Houston Law Center

4:50 PM

Networking Reception with Light Nibbles

5:30 PM

Close of Day One



Agenda | Saturday, March 14, 2026

10:00 AM

Check-In & Light Breakfast

10:15 AM

Introduction Day Two

Karen Jones

Executive Director, Global and Graduate Programs
University of Houston Law Center

10:20-11:25 AM

1.0

**Session III: Human Rights, Ethics, and
Dispute Resolution**

Moderator: Matt Mitten

Professor of Law and Executive Director
National Sports Law Institute
Marquette University Law School

Karen Jones

Executive Director, Global and Graduate Programs
University of Houston Law Center

Frea de Keyzer

Counsel & Head of Women's Football
Cresta

11:30 AM

.75

Podcast

Building Bridges Before the Whistle: North American Unity
in Sport and Beyond; Moderator Brian Michael Cooper,
interviews Chris Canetti, President, Houston 2026 World Cup
Bid Committee, and Robert Sherman, Sr. Counsel, Greenberg-
Traurig (Boston)

12:30 - 1:30 PM

Lunch/Networking



Agenda | Saturday, March 14, 2026

1:30-3:00 PM
1.5

**Session IV: Technology, Media, Cybersecurity
& Infrastructure**

Moderator: Karen Jones

Executive Director, Global and Graduate Programs
University of Houston Law Center

Guillermo Mendoza

Director for Risk and Political Analysis
Ansley Consultores Internacionales

Dionne Koller

Professor of Law & Director
University of Baltimore School of Law

James Gengaro

1L Student
University of Houston Law Center

3:00 PM

Closing Remarks

3:15 PM

Adjourn

BIOGRAPHIES



RODOLFO RUEDA BALLESTEROS

Rodolfo Rueda is an attorney and academic specializing in energy law, international transactions, and sustainability. He holds an LL.M. from Harvard Law School, an MBA with a specialization in Energy and Business from ICADE Business School (Spain), and an MBA from Strathclyde University Business School (United Kingdom). He is a Partner at Holland & Knight and a Fellow for North America at the World Energy Council, as well as Vice

President of the American Chamber of Commerce. He has received the Frontiers of Engineering for Development Prize (British Crown), the Sustainable Energy Award (Mexico's Ministry of Energy), and the Renewable Lawyer of the Year recognition (LAACA). As a visiting professor at Universidad Anáhuac and ITAM, he conducts research on energy regulation and environmental governance. His work explores the intersection of law, public policy, and sustainability.



GUILLERMO MENDOZA BAZAN

Guillermo Mendoza. Private intelligence practitioner specialized in political risk and foresight, currently working in consultancy firms that serve transnational companies with operations in Mexico. Formerly, he was an official of the Center for Investigation and National Security (CISEN) where he served as head of the area of North American affairs. Previously, he was a parliamentary advisor to the Foreign Relations Commission, North

America of the Mexican Senate. He has collaborated in some books regarding Intelligence Studies, Security, US-Mexico Relations and Drugs Consumption. He has a BA in International Relations from UNAM and an MS in Strategic Foresight from ITESM.

BIOGRAPHIES



LYNN CARRILLO DE LA CAMARA

Lynn joined FIFA in February of 2024 as Director of Commercial Legal. Her main responsibilities are to support all of FIFA's commercial and revenue-generating operations worldwide.

Prior to joining FIFA, Lynn was Vice-President at NBCUniversal Media, serving as the primary lawyer for some of the company's global operations across news, sport, entertainment networks and studios, overseeing the legal, business affairs and business compliance functions. This included supporting teams in a variety of contexts, from overseeing litigation and vendor management processes to complex negotiations across the advertising, marketing and sales teams. Her primary function as a lawyer is to find successful business solutions while reducing legal risk.

Prior to working at NBCUniversal Media, Lynn litigated complex commercial and intellectual property matters at a top 50 US law firm. Before working in law, she was a reporter for a major daily newspaper. Lynn is a graduate of the University of Miami, where she has also taught for over 18 years.



DR. ALINA COMBS

Dr. Alina Gamboa Combs is a Lecturer and Researcher at Universidad Anáhuac in Mexico City. She has a BA from Scripps College, Claremont, where she double majored in International Relations and French Language and Civilization. After her undergraduate degree, she worked for Burson-Marsteller and then the British Embassy, both in Mexico City, before returning to graduate school, where she earned her MA in International Political Economy

from the University of Warwick in the United Kingdom and later completed her PhD in Politics at Warwick.

Alina has taught in both the United Kingdom and Mexico and has contributed to several publications. She is the author of "Regional Integration, Development and Governance in Mesoamerica" (2020 Palgrave Macmillan).

BIOGRAPHIES



JAMES GENGARO

James Gengaro is a current 1L student at the University of Houston Law Center and plans to use his degree to become a family law attorney to support people dealing with divorce, custody, adoption and property disputes to share the Gospel and love of Jesus Christ. James, originally from Pennsylvania, earned his B.S. in Pre-Law & Policy at Liberty University with a minor in Global Studies. At the University of Houston Law Center, he currently works as a student ambassador and is an active member of the Christian Legal Society and Muslim Legal Society. He is also currently working to create a Family Legal Society. This summer he plans on interning at a family firm in Houston. Aside from the legal world, James has a loving mother and father along with two younger brothers: John and Peter. James also enjoys traveling, as he studied abroad in Belfast while at Liberty.



SANTIAGO ISUSI JIMÉNEZ

Santiago Isusi is a public policy advisor at Holland & Knight in Mexico City. He holds a Master's Degree in Government and Public Administration from the Complutense University of Madrid and a Bachelor's Degree in Political Science from the Instituto Tecnológico Autónomo de México (ITAM). His work focuses on the analysis and design of public policy, institutional engagement, and the development of regulatory strategies in the health, energy, and infrastructure sectors. He has advised public institutions, international organizations, and private-sector companies on institutional risk management and the strengthening of public-private partnerships. In the academic sphere, he has participated in forums organized by Mexico's Ministry of Culture, the National Autonomous University of Mexico (UNAM), and Universidad Iberoamericana, exploring the relationship between football, culture, politics, and society. He has also published several articles in specialized outlets, examining sport as a complex social phenomenon and a space for political and cultural reflection.

BIOGRAPHIES



FREA DE KEYZER

Frea De Keyzer obtained her Master's degree in Law (2016) and a postgraduate teacher training (2017) at KU Leuven (Belgium). In 2024, she completed a PhD in Sports Law at KU Leuven on the enforcement of integrity issues in football. She is currently a postdoctoral researcher and teaching assistant at KU Leuven, and an associate at Cresta (sports law firm).

She specialises in Belgian and European sports law, with a focus on integrity issues in football (racism, violence and match-fixing) and dispute resolution.

Frea has contributed to several projects, including the revision of the national Football Regulations in cooperation with the Belgian FA (2019) and the coordination of the Erasmus+ project COSMOS on sport competition manipulation (2024).

She is a member of the Disciplinary Council for Professional Football and the National Chamber against Racism and Discrimination of the Belgian FA, and works as a freelance interviewer for DAZN Belgium.



DIONNE KOLLER

Dionne Koller is Professor of Law and the Director of the Center for Sport and the Law at the University of Baltimore. Professor Koller's scholarly focus is sports law, particularly in the areas of youth, Olympic and Paralympic, and education-based sports, and she is a frequent media commentator and consultant to state and federal legislatures on issues related to sports and the law.

Professor Koller was appointed by Sen. Maria Cantwell to co-chair the Commission on the State of U.S. Olympic and Paralympics, which delivered its final report to Congress in 2024. Professor Koller has won numerous awards for her teaching and scholarship, including the Association of American Law School's 2024 award for significant contributions to the field of sports law. Professor Koller earned a JD and MA from George Washington University and an LLM from Harvard Law School. She is the author of *More Than Play: How Law, Policy, and Politics Shape American Youth Sport* (U. Cal. Press 2025).

BIOGRAPHIES



ARTURO FLORES LOPEZ

He holds a PhD in Politics from the University of York (UK) and a Master's degree in Public Administration and Public Policy from the same institution. He earned his Bachelor's degree in International Studies from the University of Monterrey.

Dr. Flores has extensive experience in international research projects and specializes in governance and public policy innovation. He serves as Co-Chair of the International Committee of the Urban Affairs Association (2024–2026). Since 2023, he has been an editor of the *Journal of Urban Affairs* and the *Journal of Race, Ethnicity, and the City*. In 2024, he became a Research Associate at the European Institute of International Studies (Sweden). Since August 2022, he has been the Coordinator of the Anahuac Global Research Center at the Faculty of Global Studies at Anahuac Mexico University.



ALBERTO UGARTE

Alberto Ugarte is a full-time professor at the School of Social Sciences and Government at Tecnológico de Monterrey, Campus Querétaro, where he also serves as Program Director of the bachelor's degree in international relations. He holds an MSc in Nationalism and Ethnic Conflict from Birkbeck University of London and an MA in International Relations from Central European University.

His research focuses on sports nationalism, state-building through sport, and the role of sport as a peace-building mechanism within the international system. He is currently leading several research projects on soccer, violence, and social legacy in the state of Querétaro. His work bridges public policy, mediation, and international sociology to analyze global dynamics of sport governance, cooperation, and conflict.

At present, he coordinates a research initiative on peace and social legacy in collaboration with Club de Fútbol Gallos Blancos and the government of the state of Querétaro. He also leads multiple seminars and research groups on sports public policy in Latin America and the social and political role of soccer. Alberto has collaborated with universities and think tanks in Colombia, Argentina, and Brazil.

BIOGRAPHIES



CATO WILLEMS

Since September 1, 2023, Cato has been working fulltime at the Institute for Labor Law of KU Leuven. She is working on a PhD on the interaction between labor and sports law, focusing on the equality of men and women in the world of sport. During her law studies, she took a practical course entitled 'Football and Law', in which theoretical knowledge was converted into practical experience. In addition to her PhD, she has already contributed to the COSMOS project (funded by the European Union), a study into the legal possibility of setting up a database on match-fixing issues in sport. The last publication she wrote was a contribution to the book 'Contractual Stability and Termination in Football', in which she and Professor Hendrickx provided an overview of the Belgian legal framework. The sports law research of the Institute is embedded within LISS, the KU Leuven Institute for Sport Science.

**Symposium
Committee Portfolio**



KAREN JONES | *SYMPOSIUM CHAIR*

Karen L. Jones serves as Executive Director of Global and Graduate Programs at the University of Houston Law Center, where she is also an adjunct professor teaching courses in legal negotiation, negotiation in sport, and attorney communication and persuasion, and has coached and judged mediation and negotiation competitions.

Previously, Jones served on the faculty at Rice University in the Department of Sport Management, where she led the Sports Law concentration. She also served as Programme Coordinator and Director of the International Sports Law Centre at the T.M.C. Asser Instituut in The Hague, where she conducted research, developed academic programming and served as Managing Editor of the *International Sports Law Journal*. She continues to teach internationally, including in the International Sports Management & Business program at Amsterdam University of Applied Sciences.

Prior to entering academia, Jones spent more than 17 years in leadership roles within global and Fortune 500 corporations, developing expertise in program development, contracts, negotiation, and compliance.

She holds degrees and certifications from Columbia College Chicago, DePaul University, Southern Methodist University Dedman School of Law, The John Marshall Law School, and KU Leuven. Jones has been an invited speaker at conferences around the world and has published articles and book chapters on sports law–related topics including co-editing a book on International and Comparative Sports Justice. She is also the creator and editor of the Court of Arbitration for Sport (CAS) Case Summaries series in the *International Encyclopedia of Laws (Sports Law)*, published by Wolters Kluwer.

Jones is a Fulbright award recipient (2022) and received the University of Houston President’s Circle Award (2025).



JULIAN CARDENAS GARCIA | *SYMPOSIUM CO-CHAIR*

Professor Cardenas Garcia is a leading scholar in transnational petroleum law, international arbitration, and U.S.-Mexico legal cooperation. He directs UHLC’s Center for U.S. and Mexican Law, promoting academic and legal exchange across borders. A former career diplomat for Venezuela and legal clerk in Paris, he has advised on major international disputes and served on the board of Venezuela’s national oil company, PDVSA. He teaches and lectures globally—across Latin

America, Europe, and the U.S.—on arbitration, investment law, and energy regulation. He holds advanced law degrees from the Sorbonne and UHLC and is fluent in Spanish, English, and French. Outside of law, he is also an award-winning violinist with international performances, including at Carnegie Hall and the Berlin Philharmonic.



BRIAN MICHAEL COOPER

Brian Michael Cooper is a sports, M&A, private equity, and antitrust attorney at Greenberg Traurig LLP, where he advises on complex transactions involving mergers, venture capital, fund formation, and sports law. His legal work spans over \$1 billion in deals, including corporate governance, securities compliance, and cross-border transactions. Brian brings 25 years of sports business experience, having served as president of the XFL

Houston Roughnecks and the NGA G-League RGV Vipers, and as director of sports programming at DISH Network. He has led media rights negotiations, team operations, sponsorships, and branding strategies, and managed multimillion-dollar budgets in both professional and collegiate sports. He holds degrees from Cornell University, Harvard Kennedy School, and Columbia Law School, and teaches sports law at the University of Houston Law Center. Brian serves on the boards of Positive Coaching Alliance (Texas) and Longitude (Rice) and is a frequent speaker on sports law and business. He has been recognized by LawDragon, Houstonia magazine, and the Houston Bar Association for his leadership and service.



RYAN GAUTHIER

Ryan is an Associate Professor at Thompson Rivers University's Faculty of Law. Ryan's research examines issues related to sports law, particularly in the areas of human rights and integrity. Ryan's PhD work examined violations of international human rights law by hosts of the Olympic Games, and the role of the International Olympic Committee in addressing those abuses. In recent years, Ryan has examined sports governance in Canada, risks

to the human rights of e-sport competitors, and governance issues related to the public financing of stadiums. Ryan also compares North American and European approaches to sports law. Currently, Ryan teaches Tort Law, Sports Law, and Sports & Human Rights. In prior years, he has taught Legislation, Administration & Policy, International Law, Employment Law, and Human Rights Law. Ryan received his JD from Harvard Law School in 2010. Afterwards, he worked as an associate with the labour and employment practice of Heenan Blaikie, LLP, a national Canadian law firm. He completed his PhD at Erasmus University Rotterdam in 2015 and joined TRU Law in 2016.



FRANK HENDRICKX

Frank Hendrickx is a professor at the Faculty of Law, KU Leuven, specializing in labor, employment, and sports law. He holds a law and philosophy degree from KU Leuven, LL.M. from the London School of Economics, and a Doctor of Law from KU Leuven. He teaches national and European labor law as well as sports law across multiple faculties at KU Leuven. Professor Hendrickx is the editor-in-chief of the International Encyclopedia of Laws (Wolters Kluwer)

and the founding editor-in-chief of the European Labour Law Journal (Sage). He serves as President of the International Association of Labour Law Journals (IALLJ) and is a board member of the Belgian Association for Labour Relations. Previously, he served as President of the Belgian Association for Labour and Social Security Law (2016-2018) A widely published scholar, Professor Hendrickx has delivered keynote lectures at numerous national and international conferences, He regularly advises both governmental institutions and private organizations on labor and sports law matters.



MATTHEW J. MITTEN

Matthew J. Mitten is a Professor of Law and the Executive Director of the National Sports Law Institute at Marquette University Law School. A leading scholar in sports law, he teaches courses on amateur and professional sports law, antitrust, and business torts. He has authored and co-authored several foundational sports law texts, including Sports Law in the United States (4th ed.) (Kluwer Law Int'l 2025). Matt serves as an arbitrator for the Court of

Arbitration for Sport, the American Arbitration Association, and other major sports dispute resolution bodies, having handled over 70 sports cases. He has testified before the U.S. Senate and House committees on college sports issues and has spoken at over 200 conferences worldwide. He holds a B.A. in Economics from The Ohio State University and a J.D., magna cum laude, from the University of Toledo. His career includes private practice, academic leadership, and international teaching appointments. He is a past president of the Sports Lawyers Association and recipient of multiple awards for his contributions to sports law and ethics.



JIM NAFZIGER

James A.R. Nafziger holds the Thomas B. Stoel Chair as Professor of Law and Director of International Law Programs at the Willamette University College of Law. He was a Fulbright lecturer at the National Autonomous University of Mexico and the National and Olgontenger Universities in Mongolia in addition to visiting professorships at several universities in the United States. He is a Vice Chair of the International Law Association and a member of its Management Committee, having served as President of the ILA's American Branch. He is also Secretary of the American Society of International Law and a former Administrative Director of that organization as well as an Honorary President of the International Association of Sports Law. Professor Nafziger's extensive scholarship, beginning with the first-ever article on international sports law, has resulted in many published articles and several books on the subject. These include the Handbook on International Sports Law (co-authored 2d ed. 2022), Transnational Law of Sports (2013), and International Sports Law Jim Nafziger (2d ed. 2004).



RODRIGO ORTEGA SANCHEZ

Sanchez received his law degree at the University of Buenos Aires, and an LL.M. in French Law and European and International Business at Paris University II. Sanchez is a special counsel at Beccar Varela. He advises on sports law, covering all stages, from conception to monitoring and development of sports contracts in general, focusing on the drafting and negotiation of federal rights transfer contracts, among other issues. Rodrigo has extensive experience advising European clubs in the development of subsidiaries of training centers in Argentina and advising football players in international conflicts related to the collection of owed amounts. He has advised various clients, both local and international, on structuring football investments as well as on matters related to sports sponsorships. His experience also includes advice to private clients in the business between Argentina and France.



WILMA SHIM

Wilma Shim is a Commissioner with the Alberta Human Rights Commission and a sports law instructor in the Faculties of Law and Kinesiology at the University of Calgary. She was named to the National Arbitration Roster and Safeguarding Tribunal Arbitration Roster for the Sport Dispute Resolution Centre of Canada in 2025. Wilma brings extensive sport experience as a past national team member, board member, and coach. Wilma holds an

LL.M. in Sports Law from De Montfort University and a J.D. from the University of Calgary. Called to the Alberta Bar in 2011, she previously worked for Alberta Justice as a Crown Prosecutor and Barrister and Solicitor for a decade. Wilma is a Senator at the University of Calgary and a Board Director with Sport Calgary, Alberta Lawyers' Assistance Society, Association of Women Lawyers and Federation of Asian Canadian Lawyers (Western). She is an advocate for individuals with an intellectual disability and actively volunteers with Special Olympics, where she founded and head coaches the Special Olympics Calgary badminton program.



CARLOS HERNÁNDEZ VÁZQUEZ

Carlos Hernández Vázquez is a professor in the Strategic Intelligence undergraduate program at Universidad Anáhuac in Mexico and the Founder and Director of NZAYA | Diplomacy, Rule of Law, Security & Intelligence, a consultancy focused on strengthening governance, security, and the rule of law across Latin America. He holds a master's degree in law enforcement, Security and Intelligence from the University of Buckingham (Chevening Scholar) and a

Law degree from the National Autonomous University of Mexico. Carlos has over a decade of international experience with the United Nations Office on Drugs and Crime and the British Government, specializing in anti-corruption, anti-money laundering, cybercrime, and strategic intelligence. He has advised on legal and security frameworks across Latin America, Europe, and North America. He is an active in several professional networks, including the Mexican Bar Association, the International Association for Intelligence Education (IAFIE), and the International Association on Cybersecurity. He also serves as an advisor to Mexico's Anti-Money Laundering and Anti-Corruption Commission and is a member of the national Whistleblower Protection Working Group.



ADAM BURKE

Adam is a graduate from the Memorial University of Newfoundland and Labrador, holding a bachelor's in Business Administration and management. He is entering his second year of law school with the University of Calgary's Faculty of Law. Adam moved to Calgary in 2024 in hopes of pursuing his dream of working in Sports Law. During his first year in Calgary, Adam spearheaded the revival of the faculty's Sports and Entertainment Law

Club. Additionally, Adam had the opportunity to do some data analysis for the local Calgary Hitmen hockey club.



JUSTIN CHEAP

Justin is a graduate of California Polytechnic University and is a rising 2L J.D. student at the University of Houston Law Center. He has previous experience in legal research and legal writing and is passionate in using his legal degree for the advancement of Corporate and Tax Law and Sports and Entertainment Law. Justin played soccer for over 15 years and has a passionate interest in pursuing sports law after graduation, therefore, became a student member of

the 2026 World Cup Symposium team.



CHLOE TRAN

Chloe Tran earned her bachelor's degree in Public Health with a minor in Business from the University of Texas at Austin. Currently, she is a J.D. candidate at the University of Houston Law Center, where she received the LEX Award in March 2025. Chloe serves as the 1L Representative for both the Corporate & Tax Law Society and The Advocates. A lifelong sports enthusiast, she is excited to contribute to the symposium, bringing her passion for law, international

affairs, and community engagement to the forefront.



JOSH NAHMIAS

Josh holds a BA in Political Science from the University of Toronto and an MA in Political Science from Western University. Before starting at University of Calgary Faculty of Law, he worked at Ontario's Ministry of Energy for three years, most recently as a Senior Policy Advisor. Currently, Josh serves as the Vice President of Sports and Recreation at UCalgary's Society of Law Students. He is also the President of UofC's Energy Law Club. Outside of studying,

He enjoys climbing mountains and playing squash. In addition to serving as the 1L Events Representative, Joshua also volunteers with PBSC's Hearsay Podcast Project.



ZAHAN SHOKREKHUDA

Zahan is a 3LJD candidate at the University of Houston Law Center, where he serves as the External Vice President of the Sports & Entertainment Law Organization and Articles Editor for the Houston Business & Tax Law Journal. He has published multiple articles on sports law topics including NIL regulations, NBA collective bargaining agreements, and athlete compensation structures across different basketball systems. Zahan's passion for sports extends

beyond the legal realm, as he actively plays basketball in recreation leagues, analyze NBA and NFL salary caps, and has completed multiple marathons. He brings in both his academic expertise in sports law and hands-on sports experience to help create impactful programming for our symposium.



CASSIUS HERNANDEZ

Cassius is a 2L J.D. candidate at the University of Houston Law Center. He earned his B.A. in Political Science with a minor in Sports Management from Texas A&M University. His interests center on international law and governance, which he has explored through an EU-focused study abroad program. Cassius is a member of the Houston Journal of International Law and serves as a Research Assistant for the Law Center's Department of Global and

Graduate Programs, contributing to projects on international law, sports arbitration, and legal education.

ABOUT THE SYMPOSIUM

This symposium celebrates two pivotal moments in North American cooperation: the 2026 FIFA World Cup and the five-year anniversary review of the USMCA. Through panels, keynote addresses, and scholarly discussion, we will explore the legal intersections of sport, trade, and governance in a trilateral context. Join us as we examine how international sports can inspire new legal frameworks for integration, innovation, and inclusion across borders.

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