

University of Utah Asia Campus
Board of Directors
July 29, 2018
Minutes

Board of Directors in Attendance: Mike Hardman, Sae Young Kim, Cathy Anderson, Lori McDonald, Dan Reed, Chris Ireland, Robert Payne

Board of Directors Excused: Martha Bradley, Andrew Weyrich, Alice Whitacre

Officers in Attendance: Todd Kent, Randall McCrillis, Kari Ellingson

Executive Committee Members in Attendance: Robert Muir, Christy Porucznik (Jim VanDerslice), Julio Facelli, Cecilia Wainryb, Jay Jordan, Pedro Romero (Michael Barber), Kevin Hanson, Stacy Harwood

AGENDA

Welcome and Introduction of the Board

- Phil Clinger is no longer the board and the Board of Trustees will not be replacing him on the board

Approval of 2018 minutes

- Comments received and updated
- Motion to approve minutes by Lori McDonald, Second by Dan Reed
- Minutes approved unanimously

The UAC: Development and Authorization – Michael Hardman

- Thank you to board members and welcome to new board members.
- Special thank you to Dr. Kim for his work and contributions to onboard the UAC and continued work as a board member and President of the Alumni Association.

Slides

- IFEZ came close to not happening to protect wetlands but they decided to build the city and they will come. Started as business hub and moved to knowledge generation through research and innovation. Eco-friendly smart-city concept was developed to ensure that the environment was protected including the wetlands.
- 2008 – Korean government invited the University of Utah to offer degree program at IGC
- 2010 – Formal agreement signed to *explore* partnership
- 2012 – Financial services agreement approved
- 2013 – Approval by Academic Senate, President Pershing, Trustees, State Board of Regent sfor the University of Utah to be an extended campus of the University of Utah
 - All board of directors members need to be approved by the University president
- 2014 - Operations Services Agreement approved and NWCCU approval
 - Enrolls first class of 14 students. The campus had full staff of faculty but limited number of students which brought on debt.

- Student Affairs critical and important for retention. To date, the UAC has a high retention rate when compared to other IGC universities.
 - Students (undergraduate) must spend 2 semester at SLC campus.
- Requires multiple partnerships in Korea

NPO Board of Directors Authority and Responsibility - Robert Payne

- Why NPO? University of Utah was fourth institution to join the UAC. After working with Korean and U.S. counsel, it was decided that an entity would need to be created in compliance with Korean law. The NPO creates a buffer between the UAC and the University of Utah.
- Bylaws of NPO state that it is a support organization of the University of Utah to carry out the will of the main campus. The Board has ultimate authority over affairs at the UAC, consistent with main campus policies and procedures, through the NPO.
- Board members must discharge their duties with the care of an ordinary prudent person. Board members need to have the information and make decisions in the best interest of the UAC and UU so that the mission and expectations of the UU are carried out in Korea.
- Some faculty are hired directly to the UAC and may never teach on main campus but they still need to be appointed by the department.
- Korean law may affect some of the policies and procedures of main campus.
- Rob Muir leads the Executive Committee that meets monthly to discuss what is happening in Korea and make decisions. Leadership team is advisory and they only act on items approved by the Board or delegated by the Board.
- Chris came at a critical time to provide leadership and structure for the UAC to grow.
- Board meets annually but can meet more often if decisions need to be made.
- Dan Reed commented on the growth of the UAC and Kari, Randy, and Todd's influence on the campus being student centered.
- In 2016, the University of Utah building opened.

The UAC 2014-2019 – Chris Ireland

- There has always been a great relationship between Korea and the UU.
- Korea business is about relationships and important to connect with alumni to make these community/business connections.
- The University of Utah must remain true to its Brand
 - Reducing the scholarship increased value perception of Korean market.
- 2019 spring class
 - 119 undergraduate students plus 20 graduate students – highest ever
 - Milestone – previous 3 semesters also had highest enrollment rate, starting in 2017
 - Difficulty recruiting international students, including China
 - Tuition revenue up to \$5 million
- Why Korea?
 - Complex project that was of interest to both parties.
 - University of Utah was invited by the Korean government to join the IGC.

- Tai Kye Ree and Henry Eyring – 25 year history of faculty at the University of Utah who graduated 36 Korean students. Alumni became thought and government leaders in Korea and very powerful.
- Kim Sung Wan trained over 80 Korean students and many went back to Korea and are now Deans of universities and Presidents of pharmaceutical companies
- The U currently has 1800 Korean alumni from the University of Utah. Cultivation of Alumni Association started in 2014 to build partnerships and relationships. The Alumni Association hosts an annual alumni banquet.
- Majors – Social Work didn't work as an undergraduate program because in Korea they need a master's for licensure. Many start in psychology and then move to social work for master's degree.
 - Social work closed in 2016
 - Degrees added in 2017-2019 – Film and Media Arts and Urban Ecology. First stem degree, civil and environmental engineering, added in 2019.
- Enrollment started to increase in 2017 due to onboarding of additional degrees
 - Korean subsidy ended but revenue is steady due to increased enrollment
- What's next?
 - Celebrations in Utah and Korea for 5 year anniversary – need to highlight on Salt Lake campus
 - Trustees anticipated more students from Salt Lake going to Korea.
 - Add new degrees
 - Continue to increase enrollment
 - Campus Recognition – need marketing campaign and ways to recognize contributions to the UAC. Also need to highlight opportunity for faculty on main campus to teach at UAC.
 - Research Capability
 - Only one faculty has received Korean funding
 - Lacking STEM areas
 - Intellectual property issues?
- Question of how tuition revenue benefits departments on main campus.
 - There is a flat amount for each department they can use as they deem necessary
 - When will the amount increase?
 - After Korean subsidies ended department funds went from \$100K to \$60K
 - UU is applying for additional Korean government subsidies that might provide some additional funds
 - As tuition revenue increases, it will be used to invest internally in faculty, etc.
 - Worldwide medical insurance for faculty
 - U.S. citizens – will pay U.S. FICA
 - Tuition revenue at the UAC must be used for UAC activities.
 - For Undergraduate, one year of tuition paid to main campus.
 - The UAC still has a debt of \$800K to main campus
 - There is an additional \$200 -250K of financial aid tuition revenue that can be applied to that debt
 - Also have a debt to Korean government

CAO Report – Todd Kent

- New growth important moving forward.
- Important numbers - 5 years of extended campus, 100 graduates (this spring), 400 number of UAC students at both campuses, 4.8 million tuition revenue
- Promotion of UU
 - University brand is very important for the success of the UAC
 - Rankings are important and we are up there with Seoul National. Ghent is also high.
 - One university, two great locations
- Reproduce the UU in Korea by becoming financially self-sufficient, build base of loyal students/alumni, hire excellent faculty and staff representatives of the U, and bring the UU student experience to Korea. Want the UAC to look and feel like they are at main campus.
- Partnerships – most important for future success
 - IGC, IFEZA, MOTIE, MOE (Ministry of Education)
 - Every group will/can audit at some point. Audit this spring by MOTIE received a very high score.
 - People that were in decision-making positions at the beginning of the UAC are no longer there and we need to re-build those relationships.
 - University of Utah
 - Learning abroad and other departments across campus
 - All of these partnerships are a work in progress – sometimes they work great, other times we need to work on processes
 - Other partners – alumni, family, other schools
- New Faculty – heart of the campus
 - Middle of May loss of many faculty (life changes, new positions) and need to hire by August and get work visa, etc.
 - Faculty are hired through the department (vote, etc) but we have challenges in that many people are out of the office during the summer.
 - Continuing issues that we will need to work through.
- Students
 - Spring 2019 – 404 student at UAC and UAC students studying in Salt Lake
 - 105 in Summer school this summer, 1/3 or more of students are taking classes in the summer. Accomplish this by bringing over faculty from main campus to teach for short periods. Currently offering two 3 week sessions (main campus summer session 2), mostly gened courses.
- Financial Growth
 - New students are almost paying full tuition
- Faculty and Staff numbers at IGC
 - Utah numbers lowest of all IGC institutions
 - Retention rates the highest at the U
 - Numbers at other institutions may not be accurate
- Need to target freshman and sophomore students at SLC campus to attend UAC
- Still disconnect between main campus and UAC that we need to work on

- Students, faculty, admin
 - Need to stress the strategic importance of the UAC
- We are 2.5 times more expensive than the rest of the Korean universities
- Unemployment increasing in younger adults in Korea
- Value of U.S. degree declining, but value of English-speaking degree still high
- We are preparing students for the global workforce
- Global health and dental coverage will help with faculty recruiting.
- Important that the parents are learning that there is no difference between the UAC and Salt Lake Campus in regards to faculty, curriculum, delivery
- Psychology department organizing internships – will work from the alumni employment list to also develop internships

Student Affairs - Randy McCrillis

- Recruitment
 - Hosting more students at the UAC on-the-go sessions than IGC
 - Experience the UAC Day is the largest event, will need to move to 2 sessions
 - Only university at KCON
 - The greatest growth will be in the U.S.
 - No growth in China. If they want a U.S. degree, they will go to the U.S. not Korea.
 - Largest Korean population is 'non-Korean' Korean students (not traditional schooling, international/private school)
 - Public students also want the English language proficiency.
 - Riding the Korean culture wave through KCON
 - Vietnamese, Malaysian, Indonesian students would attend with full-ride but cannot pay when they attend the Salt Lake Campus for a year.
 - U in general needs to think about international students – those that can pay full tuition and those from an economic base that needs additional assistance (Southeast Asia)
 - Our tuition is still 2.5 times higher than even institutions in Australia
- English Proficiency Exams
 - TOEIC now accepted, more data in the spring regarding impact on student performance
- Marketing and public relations
 - Increased Instagram, decrease Facebook traffic
- Mental Health
 - More students from the U.S. have mental health issues and number of repeat sessions
 - Currently share counselor with GMU, hope to bring on full-time counselor
- New hire for career & internship development
 - Global v. Korean
 - Resume and interviewing
 - Upcoming job fair – UU and IGC
- Student Leadership & Involvement Center
 - Drag Show was most well attended event
 - Annual carnival was very popular, will keep as U of U branded event
- Student space

- More color and student spaces, has received positive feedback
- Pre-collegiate camp – students are more participatory in classes on the first day.
- CISI mandatory insurance for international students has been a great addition.
- CIS generated tuition – improve processes, not excel spreadsheet, multiple people have access to accounts.
- Tuition will always be lower in the fall because more international students need scholarships
- All tuition revenue is up, including summer
 - Weekly report to track enrollment and returning students
 - Fall 2019 – 60 estimated new enrollments
 - Spring 2020 – 150 estimated new enrollments
- There is a large numbers of students who take a leave of absence (for rest, usually close to graduation, due to pressure to find employment right after graduation and/or before they come to SLC) and also military service.
- Intangible metrics – students comment on the great services they are receiving from Student Affairs
- Assessment – sense of belonging (see slides)
 - Information will be shared with faculty at orientation and fall faculty retreat
 - Having full-time faculty on campus and engaged with students is important for student's sense of belonging. Need faculty who are engaging students with active learning in and outside of the classroom.
- Moving Forward
 - Increasing camps and competitions - \$100 scholarships
 - Housing Issues – We will be out of housing spots in the spring and there is a cultural barrier that is preventing any new housing from being built or other solutions. In January, no more rooms for all institutions. If we have coed floors, then we won't be out of space. Universities cannot share a floor, creates many problems. Randy and Todd are requesting a meeting to find solutions. We need to make sure we don't lose students because of housing. IGC runs housing through third party. UU has proposed that we control their own housing – application, placements, billing, etc., and then cut a check to IGC housing.

UAC Students at the Salt Lake City Campus - Kari Ellingson & Lori McDonald

- Total on this campus 85
 - Some students might be taking classes online
 - Students like the variety of classes and Student Life Center
- Students tend to be one of two extremes - have a lot of money or struggling financially
- Writing 1010 and 2010 course have done a great job.
- Students do well academically once they arrive, i.e. gpa, etc. Data is for undergraduate programs.
- Students take advantage of recreation courses, like being here and have a good time, less students are homesick, and are better at planning while they are in Korea and know expectations from other students.

- Issues – some new some not so new include enrolling in a high number of credit hours, planning for transition, only interacting with other UAC students, not reading emails, registration, post-graduation plans.

Financial and Legal Review - Rob Muir

- Louise managing new third-party accounting system – hired a new Jr. accountant
 - Rob still approves all payments for internal control
- Review of 2019 Results v. Budget
 - Todd and Randy do a great job of managing costs
 - Income a little less than \$200K minuses taxes but tax rate is minimal
- Review of 2015-2019
 - Financial aid funds exist that need to be applied
 - Slowly paying down Korean loan – was at ~\$770K Won and now after payment close to ~\$700K Won
 - Priority will be to pay main campus debt first
- We are following pay down model of other IGC institutions (SUNY)
- We have had to make several investments in the campus – civil engineering, mental health counselor, elective courses, etc. as we have more students and programs.
 - One faculty member for each 30 majors
 - Sharing classes with other institutions has not worked, other institutions don't offer electives.
- 2020 Projections
 - Feel they are fairly accurate
 - Trend is higher numbers with higher tuition revenue.
 - Faculty benefit costs have increased
- Challenges/Opportunities
 - Estimated rent will be around \$2M, utilities are expensive
 - Subsidy could be \$2-3 million total for 3 years (~\$1M/year)
 - Estimated students in year 8, will be around 500. Will not meet the 1,000 as originally planned but this doesn't include summer campus, etc.
- Legal Issues
 - Year five is a termination point for faculty for tax reasons, average stay is 2-3. Faculty on average stay 3 years at international/branch campuses.

Graduate programs – Christy Porucznik & Julio Facelli

- MPH
 - Block 6.1 – Exploring Public Health in Korea has been a popular and well attended course.
 - What is incentive to stay if program is financially self-sustaining?
 - Helps with recruitment to main campus, increases global profile, 1 year MPH
 - Could offer undergraduate course in public health at UAC and other majors may take (psychology, urban ecology, etc.)

- Overall positive trajectory
- Optimal student mix – ½ Korean and ½ U.S.
- BMI
 - Spring teaching is a challenge
 - Tried to develop relationship with Stonybrook but hasn't come to fruition
 - See this as a long-term investment as Korea moves to a more knowledge-based economy
 - Great opportunity for translational research as the U.S. has more and more restrictions
 - Estimated only a handful of students each year because of the required faculty investment

5-year Anniversary SLC Celebration & Marketing Campaign - Cheri Daily

- Still lack of knowledge of Korea campus on SLC campus
- Korean High school program – 10 years, over 1400 students, spend 2 days with Granite School district students, participants state that it was one of the best experiences of their high school
 - Target audience to study in Korea, develop one page
- Highlight gened opportunities
- Deliverables
 - Landing page – for U.S. student to know why they would want to go to the UAC
 - One-page would be helpful for student affairs. Also target the UAAC (all advisors on campus)
 - What is the target message for the 5-year mark? Need to connect awareness with action?
 - Highlight early international experience but make it easy (streamline application, fee and deadlines)
 - \$1000 pioneer scholarships?
 - Students not eligible for learning abroad tuition
 - Frame as package (offer as a 5 year celebration) – airfare, housing, tuition, visa, passport, CISI insurance, etc.
 - Need to also bring faculty on board so they understand the strategic importance for the institution
 - Example: Academic Senate meetings, representatives being able to participate in meetings
 - Academia as a whole is behind on global enterprise
 - We need to highlight on campus the importance of learning abroad and the impact on the student experience
 - Doesn't take more time (credits toward their degree), money (same or less cost)
 - Focus on early (freshman, sophomore) international experience. Fall and/or spring.
 - Ski-mester option – ski December, January, February and then go to Korea for spring

- Scholarships, financial aid, ½ price tuition – everything you receive here, you will receive there
- UMC needs to commit to global messaging
- Need to highlight safety
- Need to highlight that Asia is a benefit and move into all recruitment/admissions messaging

Chris Ireland - What's next?

- Strategic retreat in the spring
- Agenda items
 - Staff development – instead of just students and faculty
 - Teaching graduate students for the summer
 - STEM programs – PhD students could teach under mentor/supervision of another faculty member
 - Might be issues with international graduate students
 - Research in film and media arts with the Korea entertainment industry (independent funding)
 - Marketing campaign
 - Foreign high school students
 - Challenges – the number of high school seniors has gone down but enrollment numbers have gone up
 - What are our deliverables for specific target markets? Korean students (not SE Asia, China), etc.
 - Need to discuss what is happening in Korea that might affect our ability to recruit students? Government, policy, private schools, etc. Recruiters say it's getting challenging in some areas.