

University of Utah Asia Campus
Board of Directors
September, 2021
Minutes

Brian Gibson - Welcome remarks and introduction of the meeting

- Brian Gibson introduces himself as the new Chief Global Officer.
- Introduction of two new directors on NPO Board
 - Thomas Chase Hagood, AVP for Academic Affairs/Dean of Undergraduate Studies
 - Brian Gibson, Chair, UAC NPO President, Chief Global Officer
 - George Mason University, where Dr. Gibson previously was employed, also has a campus in the Incheon Global Campus in Songdo.
- Introduction of three new members of Executive Committee
 - Andrew Nelson, Associate Professor & Chair, Department of Film and Media Studies
 - Florian Solzbacher, Professor and Department Chair, Electrical & Computer Engineering
 - Cheri Daily, Director, Global Program Development, Marketing & Communication
- Recognition of the vital partnership between the Office for Global Engagement and the University of Asia Campus, and the importance in the University's vision and strategic plan.
- The "four dimensions" of the importance and relevance of the Office for Global Engagement (OGE)
 - Culture
 - Economic
 - Problem solving
 - Research & innovation
- The four clusters of activities that OGE focuses on
 - Student mobility
 - Curriculum
 - Research
 - Presence
- We are sending increasing numbers of students to the University of Utah Asia Campus (UAC)
- Going forward, the following top 5 areas will be focused on in the partnership between OGE and UAC:
 - Renewed emphasis on addressing student concerns and needs (Alma Mater)
 - Focus on access, affordability, and outreach to all members of the U community
 - Promoting a tradition and culture of innovation within Global U
 - Developing new mechanisms and processes to support faculty global research

- Ensure the U meets students and engages communities where they are by strategically establishing a presence in locations that are the most impactful and sustainable

Greg Hill – CAO Status Report for 2020 - 2021

- Programming
 - Two new majors now offered, for a total of 7 – 8 majors offered.
 - Electrical Engineering
 - Computer Engineering
 - Two new minors added
 - Gaming
 - Writing and Rhetoric
 - The U's Gaming program is one of the top 3 in the USA.
 - Gaming is a thriving industry in Korea, so UAC has started building relationships with Korean gaming companies.
- New Faces
 - UAC Hired 8 new faculty and 10 new staff
 - Newly hired faculty at UAC:
 - Gaia Bonsignore - Film & Media Arts
 - Philip Garcia - Film & Media Arts
 - Maria Teresa Martinez Garcia – Spanish
 - Jeffrey Hedrick – Communication
 - Jaehyeon Jeong – Communication
 - Alison Lauren Segal - Writing & Rhetoric
 - Ha Na Yoo – Psychology
 - Fatemah Koohestan Mahalian - Electrical & Computer Engineering
 - Newly hired staff at UAC:
 - Lauren Poindexter - Student Affairs
 - Molly Kinder - Student Affairs
 - John Woo - Student Affairs
 - Kyunghee Park - Operations
 - Sunny Park - CAO
 - Siah Seong - Student Affairs
 - June-Young Lee - Student Affairs
 - Sae Won Um - Accounting
 - Yunah Cho - CMI
 - Casey Hyun – CMI
- Recruiting challenges and successes
 - Shifts in demographics are expected to bring recruiting challenges in the future; this is the first year in Korea that there are fewer eligible high school seniors than the previous year.
 - Other universities in the Incheon Global Campus struggled with admissions, but for UAC, it was the best fall ever for admissions.

- For UAC, this was the best year so far in terms of semester to semester recruiting (approx. 240)
- In spite of challenges, we are confident of our ability to meet and exceed admissions goals.
- In-person graduation was held this year for the first time since the COVID-19 pandemic
- Challenges surrounding COVID-19
 - UAC has made significant investments in protections and protocols in Korea.
 - Korean government COVID-19 protocols dictate the decision-making process in determining instructional mode
 - Current case numbers have put Korea at a social distance level that dictates that all classes must be online unless the class needs to be in person.
 - Students must show proof of full vaccination or get weekly COVID-19 tests.
 - On October 3rd, the Korean government is expected to decrease to social distance level to level 3, which would allow 1/3 of classes in person.
 - Approx. 70% of the population over 18 have at least one dose of the vaccine, 43% are fully vaccinated.
 - Vaccine rollout has been slow in Korea, so many people in lower-risk groups have had to wait for the vaccine, but the Incheon government decided to give UAC faculty, staff, and students priority, so now over 90% of UAC faculty and staff is vaccinated. Student response also strong, exact numbers not yet known.
 - Incidents of exposure have been low due to good protocols.
 - Keeping students engaged has been challenging with the uncertainties about classes being in-person or online
 - For the first time, there was small decrease in semester to semester with ongoing students.
 - Student affairs reached out with a survey and found that it was due to the impact of COVID-19 on their family's finances, and some students decided to pause their schooling and do their mandatory military service as an alternative to online classes.
- A Pathway to the Future
 - Student Success (and community engagement)
 - Increasing relationships within the academic community, and beyond into the local neighborhood
 - Aggressive recruiting efforts have continued throughout the pandemic, although mostly online now.
 - Building new relationships with foreign language high schools.
 - Global CSR (corporate social responsibility) – working with lower income schools in Incheon to give students more English-speaking opportunities.
 - Cooperative teaching project with Incheon schools.
 - A focus on meeting students where they are and utilization of technology to ensure exceptional service and education to students.
 - Investment in 2 new state-of-the-art computer labs.

- Other new investments include a 4K screening classroom, a 4K dual screen classroom, a Kodachrome studio for film arts, a dark room, ECE lab. There is also a graduate computer lab, sound recording studio, and additional high-performance computer lab.
- UAC encourages a culture of equity, diversity, and inclusion, including LGBT community, this is driven largely by students and the student affairs staff.
- Undergraduate Research Opportunity Grants
 - Funding for undergraduate research, internship fellowships, international experiences, and other career readiness options.
 - Research projects are student led and work with a faculty member, funding provided by the grant
 - A research project in the Writing and Rhetoric program recently presented at an international conference.
 - Available across all fields of study
- Student led film festival coming up on October 1
- Helping students connect to career opportunities – HR representatives from Tiktok, LG Electronics, Coupang, and Unico Searchgave presentations to students on campus
- Increased opportunities for internships
- Generate Knowledge
 - This section will be skipped for now as there will be a separate presentation dedicated to The Center for Medical Innovation
- Engaging Communities
 - In November the UAC Korean Advisory Board was established
 - Built of leaders of business, healthcare, and research, including representatives from Samsung, Inha University Hospital, InBody, Yongin Severence Hospital, The International Association of Korean Lawyers, and CJ Corp.
 - Committees include CSR, internships and experiential learning
 - Advisory board will help UAC diversify its funding stream
 - The founder of Megabox is on the board and maintains a strong relationship with UAC and especially supports the Film Media Arts Program.
 - UAC's Urban Ecology Department will be represented at an upcoming UNESCO conference in Incheon in October.
 - Eccles School of Business Information Systems (minor degree) was hosted at UAC over the summer

Randy McCrillis – Student Affairs

- Despite the problems with the COVID-19 pandemic, admission numbers are very strong.
 - There are large increases in numbers of submitted applications (150%) and students that actually matriculated (170%) in Fall 2020.

- More students are choosing UAC, and are choosing us earlier than before as well – fall 2022 deposits already received – the earliest ever.
- Quality of hired faculty and the choice to hire full-time faculty (not adjuncts) is contributing to the quality and desirability of the UAC's programs.
- Numbers are continuing to increase – Fall 2021 is the largest group so far (128 matriculated students)
- A new staff was hired to allow marketing and public relations to become 2 separate roles.
 - The new marketing hire has completely revamped the marketing and social media strategy, and has proven to be very successful.
 - The new PR hire is a former reporter, and has been able to earn coverage in major publications. He also successfully mitigated negative press coverage that resulted in an apology from the newspaper.
- Mental health
 - The number of students seeking access to mental health services is on the rise – 68 individuals, a 27% increase from the previous year.
 - Demand is especially high with international students.
 - There may be a need to move the counselor from a half-time role to a full-time role.
 - A new peer-mentoring/peer-counseling program is being rolled out, this will help students who are dealing with more mild stress/anxiety.
 - 24% of the UAC student body is seeking help for stress and anxiety largely due to getting used to the college workload.
- The success of the Career and Internship Development Center (CIDC)
 - 158 consultations, with a 4.99/5 satisfaction rate
 - 33 off campus internships with a 92% success rate for those utilizing the CIDC
- Student Leadership & Involvement Center (SLIC)
 - SLIC holds events that are very popular and well attended.
 - Due to COVID-19 events were held with social distance or virtually
 - Events include:
 - Chuseok celebration/dinner
 - Thanksgiving celebration
 - Trunk or Treat
 - Pride and Sex Week
- Quarantine Support
 - All new students coming into the country have a mandatory quarantine
 - 65 students were supported in quarantine, which provided transportation support, meal support, accommodations, etc.
- New Programs
 - Electrical & Computer Engineering Summer Program (5 participants)
 - Information Systems – Minor (22 participants)
 - Would like to create more summer programs like this, considering if this should be a scholarship opportunity.

- Tuition and Scholarships
 - Small 150\$ scholarships were given to each student in the fall for COVID and to instill a sense that students were being cared for.
 - Numbers are down slightly - \$8890 per student in fall 2019 from \$9056 per student from fall 2020
 - 37 students applied for the Dean of Students Grant in aid (up to \$3000, depending on need), this is a large increase compared to 2019-2020 when only 7 applied.
 - Total revenue generation from tuition is still up.
- Moving Forward
 - Kevin D'Arco, Assistant Dean of Students is resigning Oct. 6
 - Would like to increase staff in Career & Internship Development Center
 - More SLC students to UAC
 - Need to negotiate with Korea to increase our quotas for enrollment – we are reaching our maximum
 - Question: What are the political issues around the quotas?
 - Answer: Korea's population is in decline, meaning that UAC is now competition for Korean Universities. The committee who approves quota increases includes administrators and professors from Korean Universities.
 - Comment: Providing numbers that show that many of UAC students are from outside of Korea will demonstrate to Korean officials that UAC is not competing with a shrinking pool of Korean nationals.
 - Question: Would a quota increase allow for an increase in faculty?
 - Answer: This is something we would carefully consider to make sure needs are being met.

Rob Muir – Financial Update

- Due to extenuating circumstances, Randy McCrillis will be presenting in his behalf
- Highlights of FY2021:
 - UAC results show positive net income for the fifth straight year
 - UAC payable to the main campus represents timing differences
 - UAC received government subsidies in FY2020 and FY 2021 after not receiving one in FY2019. Last year of subsidy is expected in FY2022.
 - Last subsidy from the Korean Government will be January 2022
 - With next year being the last subsidy, several capital expenditures (more remodeling) will be put on hold for a year to see how things go next year.
 - Cash flow – current balance is 2.5 million – this is due partly to the positive impact of the subsidy, but also due to other income sources such as tuition.
 - UAC paid off loan with Korean government in FY2021

- UAC had an \$850,000 loan from the Korean government that was paid off this year, making UAC debt-free now.
 - The loan to the main campus has also now been paid off
 - FY2021 Budget variances
 - The variance of \$129,089 in the Korean Government Subsidy was only due to fluctuations in the exchange rate.
 - The variance in expenses was due to the fact that not all of the faculty hires were able to take place.
 - Third Party costs were the biggest increase – this went towards what had to happen in country to deal with COVID; personnel and equipment costs for screening at entrances.
 - Travel was limited – only \$67K of the budgeted \$260K was used.
 - Biggest overall variance was due to exchange rate fluctuations.
 - Historical results
 - Started operating in the black in 2017
 - Started to pay off loans in 2019
 - Operating income of \$2 million
 - Tuition turnaround – early on many students were getting a \$8,500 per semester scholarship, now we are giving an average of \$1,500
 - Over the years, the cash to debt ratio has improved, showing a steady increase in cash.
 - UAC now has \$2.5M in cash reserves right now, and the UAC leadership has decided to put away \$1M a year in a rainy day fund.
 - Looking into the maximum amount UAC can have in reserves as a non-profit in Korea before it causes issues.
 - FY22 projections
 - Goal is 11% increase in tuition – currently on track to meet goal
 - \$850,000 expected for the subsidy
 - Salaries expected to increase slightly due to additional hiring
 - Marketing will increase due to increased well-qualified staff hires – marketing is an important area to invest in
 - Travel will increase due to the fact that COVID had been stopping travel recently, but numbers are expected to remain lower than pre-COVID
 - Depreciation expense is expected to increase due to the fact that new infrastructure has been recently invested in.
 - Moving forward, UAC will start budgeting for the exchange rate.
- Q&A
 - Question: Do we expect any significant expenditures in the next 4 – 5 years to replace capital equipment or add new things?
 - Answer: Yes – there is a 5-year-old computer lab with 30 that will need to be replaced. If gaming is added, that will be another

expense. Film and Media Arts has two more labs they would like to add. Also important to think about what might be required for any new majors that would be added. ECG also needs labs. We may need a biology or science lab, but not anything big like a full wet lab.

- Question: As I recall, the Korean government was not going to charge us subsidies initially, but that period has expired. Is that correct?
 - Answer: We do not have to pay until the subsidies run out and the manual start. After that it is a graduated rate, starting off at 10% and rising gradually. At first they will just charge maintenance, then add in things like department maintenance and utilities.
- Comment: The CEO of the Incheon Global Campus recently stepped down, and the search for a new CEO is underway.
- Comment: With decreasing numbers of potential students, we expect marketing costs to increase, specifically regards in numbers of staff.
 - Response: Some of those increases are the US market, which is more expensive. Another big push will be for study abroad, for local universities to send students to UAC for a semester. Because UAC is a US institution, it is fully accredited and the credits transfer very well.
- Comment: With COVID-19 having dramatically reshaped the study abroad market, institutions like UAC that feature robust student support, are very desirable.
- Comment: The positive economic impact on the SLC campus is increasing.

Robert Payne – legal matters

- Things have been quiet on the legal front.
- The Center for Medical Innovation (CMI)
 - The most significant thing this year has been the legal preparations for the CMI to move forward.
 - These types of foreign educational institutional collaboration experiences used to be legally prohibited in Korea. This includes offering courses for individuals in local industry who want to get additional training.
 - Korean law has changed, allowing us to do this now, so UAC has decided to pursue an extension of the CMI.
 - This required the creation of an Industry-Academic Cooperation Foundation. This foundation must be a Korean entity. (UAC is a Utah entity) The creation of this is nearly finalized.
 - The purpose of the foundation is:
 - To create and operate collaborative research agreements
 - To acquire and manage intellectual property rights flowing from those relationships
 - To promote commercialization of technologies
 - To compensate inventors

- To encourage entrepreneurship
- UAC Bylaws were modified to specifically authorize creation of foundation
- Created Campus Organization and Support Policy
- Legal considerations
 - Revenues must remain in Korea
 - Expenses may be reimbursed to main campus
 - Vet collaboration partners—Export Controls
 - Need to make sure we are always working with the Julie McAdams (Office for General Counsel)
- Privacy related complaint from a former UAC Student
 - Similarly, to FERPA in the USA, Korea has similar information protection legal requirements.
 - A student filed a complaint with the US government over her information being shared. The complaint was dismissed by the US government.
 - The student then approached the Korean government, but ultimately decided not to pursue. They were going through a mediation process, but then the student withdrew it.
 - If the student pursues an individual legal claim, they will work with Korean counsel to deal with it.

Greg Hill – Graduate Programs

- There are two graduate programs – Biomedical Informatics (BMI) and Masters of Public Health
- These programs control every aspect of their own operations
- Greg has been speaking with these programs to try to discuss the long-term vision
- Both programs took a hit from COVID
- BMI has new leadership and are considering their future in the Asia campus.
- In the next year, we expect to have many in-depth conversations on the future of graduate programs at UAC, surrounding around the question of what we want the University of Utah Asia campus to commit to with graduate education.
- Comment: UAC faculty were hired for their instructional skill, but do frequently ask about research opportunities. However, trying to do graduate research at UAC poses its own set of pitfalls, leaving no clear answer at this point.
- UAC has been exploring 4+1 programs
- The newly created foundation will make it much easier for UAC to pursue research grants and other grants, as the foundation is the vessel in which grant money can come into the university under the Korean systems.
- The foundation will also allow much more flexibility to create research opportunities for faculty in UAC.

Cheri Daily – Marketing Update

- The marketing collaboration between the OGE marketing team, and the UAC marketing/PR team is very strong, resulting in consistent messaging, coordinated approaches, and marketing that is better tailored for its intended audience.
- Explaining changes that have been made to the branding, and the reasoning behind the changes
 - Development of a new icon
 - Needed to help evoke Asia, as the block U logo is so synonymous with the Salt Lake campus
 - Done in close collaboration with colleagues in Korea to make sure it was evocative of Asia, specifically Korea
 - The icon is based of the Namdemun gate (Korea)
 - The logo text was changed, as the words “Asia Campus” were easy to overlook, new logo brings “Asia Campus” to prominence. “South Korea” was added to further clarify the campus location.
 - The “UAC” abbreviation of “University of Utah Asia Campus” is very useful and commonly used, but we are trying to avoid that with marketing and external communication, because many people simply do not know what it stands for.
 - Instead of using “UAC”, we are now suggesting to use “U Asia Campus” when there is a need to abbreviate.
 - The three groups of students we reach out to:
 - Students in U Asia Campus majors
 - Freshman (Global LEAP)
 - General interest students (taking electives)
 - Focusing more on the U Asia Campus as a place where we develop global leaders
 - “How will U lead?” and “Go global” are leads that we are using
 - We will be leveraging this message as we increase brand awareness on campus and also if we start to bring in more learning abroad students from outside of the University of Utah.
 - Key points include:
 - You can stay on path with your major
 - Back of fliers show courses offered at UAC that are relevant to their major
 - If you are an out of state student, you can get in-state tuition for up to two semesters by going to UAC
 - English speaking campus
 - Global leadership skills
 - Flyers include a QR code that takes SLC students to a website that is designed for them
 - Creation of new tabling kits for in-person
 - Tabling kits include printed materials, a 3D printed replica of the Namdemun gate, new stickers, etc.
 - Can be checked out to promote UAC at campus events

- The Global Campus Program and the appeal of UAC in attracting potential students
 - The Global Campus Program has been running for 10 years
 - Students from international high schools in China (150 students a year) are brought to the U and shadow Granite High School for 2 days
 - Granite High School is a high-level school, and currently many students feel more inclined to go to college out of state
 - Many Granite High School students have provided their high schools with feedback saying it was the highlight of their learning experience; with the U now being able to offer that kind of experience, it makes us much more attractive to potential students from Granite High School
- Example of coordinated marketing efforts – leveraging the success of Minari
 - All social media teams were watching the Oscars live, ready to send out social media posts immediately if Minari won awards
 - Director Isaac Chung is a University of Utah alum and taught at the Asia campus
 - A banner was hung at UAC, Deseret News also published an article
- ECE student visit - Making sure to better document visits between campuses and share the experiences across our platforms in both countries to spread awareness of UAC and programs offered there
- Next steps / moving forward
 - Materials for training/on-boarding SLC admissions/financial aid
 - Outreach materials for businesses (Korean and U.S.) highlighting the “Developing Global Leaders” messaging
 - Continue expanding

Greg Hill – Center for Medical Innovation (CMI) Update

- Prologue - The 2021 Korean New Deal
 - Korea Plans to heavily invest (US\$138b) in sustainable global competitiveness around its future mobility and create 1.9m jobs by 2025
 - Digital New Deal
 - Sustaining global competitiveness of key Korean industries
 - IT, AI, and future mobility
 - Green New Deal
 - Creation of new job opportunities
 - Creating a stronger social net for aging population
 - Not necessarily related to environmental issues
- Korean Bio & medical industry background
 - There has been significant growth in the last 5 years in Korean biomedical research – Korea has invested heavily in R&D
 - Second fastest ageing nation in OECD since 2000, so the government is highly motivated to creating a healthcare system to meet the needs of the population

- Korea had a competition for where the big biomedical hub would be created, and Songdo (extremely close to UAC) was chosen
- \$345 million will be invested into the biomedical industry between 2021 – 2025 into the following areas
 - Digital medical terminology
 - Smart hospitals, specialized clinics
 - Digital health care services
 - IoT sensors
 - AI speakers – for conversations to enhance cognitive function
 - Wearable devices
 - Long term medical conditions / metabolic disorders (high blood pressure, diabetes, etc.)
- Key takeaways:
 - With COVID-19, the biomedical industry has become an integral part of the global society
 - Significant funding is expected in Korea
 - CMI Asia is prime positioned to be a key resource to UAC and the University of Utah
 -
- Center for Medical Innovation's mission: "Transform Healthcare Through Innovation"
 - Combining great minds, great ideas, and a support system to create innovation
 - Objectives:
 - Increase UAC's educational portfolio
 - Increase student recruitment
 - Increase UAC recognition in the region
 - Secure financial support to the UAC
 - CMI Asia sits within UAC
 - Korea requires someone in their leadership holds the role of the foundation president.
 - CMI Asia is the main reason for creating the foundation, however its use is not limited to just that.
 - Other research hubs can be created within the foundation
 - We've talked with Florian about potentially bringing the Center for Engineering Innovation over to UAC
 - The Ministry of Trade, Industry and Energy, who supports foundations around Korea, recently invited the four universities on the Incheon Global Campus to give a presentation on what we would use our foundations for.
 - We talked about CMI Asia and that we would collaborate with industry, staying true to the mission of an Academic Industry Collaboration Foundation. UAC's presentation was the most well received.
 - Develop & sustain relationships with key stakeholders in Korean bio-medical industry
 - Work closely with CMI-Utah to leverage its resources and reputation to the Asian region

- CMI Asia Development Phases
 - Phase 01 – Foundation
 - 1.1 – Operational setup (0-6 months)
 - Basic operations (team, space, equipment)
 - Coordination between UAC & CMI
 - 1.2 – Network ground working
 - Building up of networks/relationships
 - Phase 02 – Buildup & Development (7 -2 24 months)
 - 2.1 – Operational development
 - 2.2 – Initiate business collaboration
 - Plan to apply for a \$20 million grant from MOTIE (\$20million over 10 years)
 - The K Bio Lab Hub to be opened in Songdo will make \$300 million available which can be applied for.
 - Create strong brand presence in Korea and lay the groundwork for self sufficiency
 - Phase 03 – Advance & Expand
 - Fully self-sufficient financially
 - Initiating CMI Asia unique programs
 - Create a maker space innovation lab
 - Future growth – expanding to the Far East, SE Asia, Oceania
 - Milestones:
 - Work to support multiple government funds and grants
 - Leverage presence
 - Self sufficiency
 - Current CMI Asia Projects & Collaborations
 - MOTIE Subsidy
 - Scale Up Challenge Lab – helping Korean start ups gain access to the US market
 - Cubelabs – Korean medical company already in SLC – supporting clinical trials to get FDA approval
 - CMI Asia Operational setup
- Team Introduction (hires)
 - Director Kasey Hyun – highly innovative individual with background in automotive industry
 - Administrative Coordinator – Yunah Cho – UAC Graduate
- Q&A
 - Question: Would we eventually be interested in advertising these opportunities to faculty on the main campus?
 - Answer: Yes, absolutely – once we get established.