

**UNIVERSITY OF UTAH ASIA CAMPUS
NPO BOARD OF DIRECTORS MEETING**

August 18, 2017, 8:30am
201 S Presidents Circle, Room 300
Salt Lake City, UT 84112

BOARD MEMBERS PRESENT

Phil Clinger	Robert Payne
John Nixon	Alice Whitacre
Michael Hardman	Ruth Watkins
Sae Young Kim	
Martha Bradley	

BOARD MEMBERS EXCUSED

Andrew Weyrich
Martha Bradley- morning
Barbara Snyder

OFFICERS PRESENT

Chris Ireland	Kari Ellingson
Todd Kent	Cathy Anderson
Randy McCrillis	

U LEADERSHIP AND FACULTY PRESENT

Steve Alder	Brenda Scheer
Frances Friedrich	Mary Parker
Jay Jordan	Paul Rose
Natalie Lam	Kevin Hansen
Robert Muir	

CALL TO ORDER

Information: 1.01 – Call to Order

The meeting of the UAC NPO Board of Directors was called to order at 8:40 a.m. in the Winder Board Room, Park Building. Chair Michael Hardman welcomed Board Members and others in attendance. He gave a special welcome to Dr. Sae Young Kim, University of Utah Korean Alumni Association President, who came from South Korea to participate in the meeting and John Nixon, Vice President for Administrative Services, for replacing Arnold Combe.

CHAIRS REPORT

Information: 2.01 – Announcements

Michael Hardman announced Jean Oh departed the UAC for an opportunity at the Hinckley Institute as the new Internships Director. Johanna Watzinger-Tharp has also departed the UAC to focus on a new Institute of Education Sciences grant.

Action: 2.02 – The UAC: Legacy

Chris Ireland reinforced the vision that the UAC is an extension, and not a branch campus. He discussed the importance of Utah expanding to Korea. Chris highlighted the legacy of Korean University of Utah alumni, and pointed out that South Korea has the second largest alumni chapter. He also stressed the importance of engaging our Korean Alumni through social events to engage not only alumni but also family and friends. He acknowledged that recently the UAC received a generous donation from a father of an alumni.

Information: 2.03 – UAC 3 and 4 Years

Michael Hardman that the UAC is moving into its fourth year, and highlighted the incredible staff. Mentioned how the UAC is the most connected to the main campus compared to the other universities at Incheon Global Campus, which bodes well for not only our students, but for the Korean Government.

Information: 2.04 – Undergraduate Student Enrollment

Michael Hardman discussed we are below our target enrollment, but we anticipate growth with the new programs starting. Reminded everyone that it does take time to grow. Mentioned Psychology and Communication is doing well to reach their targets as the campus has progressed. Announced the UAC had to suspend the Social Work program due to the lack of interest. Noted that the Social Work students either came to main campus to finish their degree or transferred to another degree program at the UAC. Hardman noted that the enrollment rate compares to main campus. As of right now the UAC has 314 undergraduate students. The Korean government has concerns with every campus to increase enrollment.

Information: 2.05 – MPH Student Enrollment

Professor Steve Alder discussed the graduate enrollment rate. Discussed the ups and downs but discussed there has been growth since Fall 2016 when MPH changed financial arrangement to be at an at risk academic unit rather than relying on the UAC for finances. This allowed for a rotating faculty cohort, teaching for 5-week intensive courses. He discussed federal financial aid troubles, and ability for students to be on financial aid. Due to the financial aid problems, MPH had to dismiss staff focused on recruiting; hit hard on recruitment and enrollment. He noted that a federal financial aid approval application is submitted and are hoping that goes through for approval soon so that student can utilize funding. There have been students who have transitioned to main campus already, all are incredibly positive about UAC and their transition and experience. Steve mentioned the MPH program has started graduating students, and have a dozen alumnus now. He discussed that the MPH program has a goal for all students to either study at the UAC or at the Ensign Campus in Ghana as a part of their academic program.

Information: 2.06 – Recruitment

Randy McCrillis discussed working with agents to increase enrollment. Discussed a focus in Vietnam and soon in China. Noted this is a new way to recruit to diversify students. He noted that these agents are heavily vetted and only compensated if the student enrolls. He confirmed that the UAC is using an association in the US that vets agents and uses their approved list. Senior Vice President Ruth Watkins mentioned she wants the UAC to connect with the new Utah Global recruitment effort on main campus so students know their options.

Michael Hardman mentioned the China Ministry of Education approved list; the UAC is not on their approved list, but Ghent University had a break through and received approval. This list affects Chinese student's enrollment, students will not consider a university unless it is on that list. Hardman discussed that the main campus China Coaches program has allowed the U to make great progress with the China MoE.

Information: 2.07 – Block U Program

Chris Ireland discussed the Block U cohort model the UAC follows for students to complete their general education in one year. He discussed a good option for the Chinese is a 1-3 model, where students spend one year in Korea which is close to home, as a transition year, and three years on the main campus. This opened a discussion on a broader perspective of Korean universities recruiting in China due to failing universities.

Information: 2.08 – New Undergraduate Programs

Michael Hardman announced two new majors: Film and Media Arts and City and Metropolitan Planning this fall. These will be very attractive to students and offers more electives. It was noted that these programs will offer more learning abroad opportunities for main campus students.

Information: 2.09 – Graduate Programs

Michael Hardman announced a new graduate program, Biomedical Informatics in spring 2018. The Global JD program is still under discussion.

Information: 2.10 – Infrastructure

Michael Hardman discussed the rapid growth of Incheon city. Chris Ireland discussed the UAC moving into its new building during the past year and noted how well branded it is with the University of Utah.

Information: 2.11 – UAC on Main Campus

Kari Ellingson presented on the numbers of UAC students who have transitioned to the main campus. It was noted that these students are ready to be on main campus due to the excitement at the UAC. Hardman mentioned these students who are here are finishing early because we are only on our fourth year. Kari discussed students have done well academically. Students have been engaged on campus. Kari discussed student's future plans and how varied it is. She finished with mentioning that overall they are happy and adjusted.

Information: 2.12 – Transition

Chris Ireland shows that we are in the phase where the number of students double every year coming to main campus. He noted that this is a positive financial impact for main campus. He discussed that by 2024 there will be a high impact on main campus as there will be an upward trend in enrollment.

Information: 2.13 – Priorities

Chris Ireland discussed it is the UAC's goal to have quality vs quantity as the campus recruits internationally. A focus on financial aid support, especially students as they transition to main campus. He discussed financial aid support and grow interaction with the alumni association, as alumni are more likely to give scholarships vs structural donations. He wants to incentivize the access to the UAC for main campus students, and one way is financial aid usage for tuition. He discussed adding opportunities to offer classes during term breaks in January and summer. The UAC would like to offer faculty led learning abroad programs and certificate programs. Chris also discussed these goals would help to provide revenue for the UAC.

Information: 2.14 – Discussion on Other Universities

The board discussed the status of the other participating campuses at the Incheon Global Campus. Ghent University struggles the most to retain and recruit students. The UAC is worried about them, but as of right now the Korean

Government and Ghent is not worried. SUNY is doing well but has separated themselves from their main campus in New York. Discussed how that has been very problematic for students and parents, but they do have the most students. Michael Hardman discussed how the Korean government wants all of the universities to succeed.

GENERAL COUNSEL REPORT

Action: 3.01 – Incheon Metropolitan City

Robert Payne discussed a rumor spread by a Korean newspaper that Incheon Metropolitan City was discussing with Incheon National University to undertake the Incheon Global Campus. President Pershing sent a letter to students and parents to reassure the university's commitment. He discussed that Chris Ireland learned from the foundation that there were discussions happening. Discussed that Legal Counsel drafted a letter stating the university's stance. Chris Ireland announced he learned that this rumor has officially been rejected by the Ministry of Trade, Industry & Energy (MOTIE), but a second stage is up in the air.

Information: 3.02 – UAC Loans & Loan Extensions

Robert discussed the goal for the campus to be self-sustainable. He noted subsidies have been good and have made their payments, but loan funding has been challenging from the Incheon Free Economic Zone Authority (IFEZA). He discussed regulations have changed to make it impossible to get a long term loan. He learned that they let the UAC get a short term loan on an annual renewable basis. Currently the UAC is up for a renewal, and the UAC is still in a negative cash flow and we are not in a position to pay it back. Robert Muir mentioned that the UAC may have to pay back \$45,000 out of good faith. Robert Payne discussed it is better to work with the IFEZA, but technically do not need to pay them. The committee went into a longer discussion regarding the loan payment structure.

STUDENT AFFAIRS REPORT

Information: 4.01 – Recruitment

Randy McCrillis discussed adding a new domestic recruiter reaching more Korean students. He mentioned there are an increase in international applications, and a decrease in denials. He mentioned the UAC is known as hardest to get into and more rigorous. He also noted that the UAC is the largest in loyalty of students who get denied and reapply again; close to 50% get accepted the second time. Randy mentioned the UAC has had the largest participation rate at recruitment events. The UAC has the most students at their events versus the other students. Randy noted that is due to the strength of the UAC brand. He mentioned Vietnam is a huge target on the Facebook recruitment page. Randy discussed the three MOUs with high schools in Korea. He noted that the MOUs say if the principle sends us a high ability student, and they get accepted, they will receive a scholarship. He mentioned the UAC is looking for lower income, high ability students for this scholarship.

Information: 4.02 – Undeclared Major

Randy noted that for the first time, the UAC added undeclared major. It was discussed that an undeclared major is a foreign concept, and not too many are choosing that option. It was noted that because the UAC offers few degrees, most students need to stay focused from the beginning.

Information: 4.03 – Transfers

Randy discussed that the UAC has more transfers from the other IGC universities due to the American experience.

Information: 4.04 – Scholarships

Randy discussed a change in scholarships. The UAC now provides 10% for incoming scholarships. He noted in fall, the UAC is thinking providing 15% until Federal Financial Aid is available. He noted it is a one-time grant, either by an entrance scholarship or application scholarship based on need. Michael Hardman noted that the UAC tuition is triple versus Korean tuition, and unfortunately there is no Korean or US aid available.

Information: 4.05 – Marketing and Public Relations

Randy discussed the UAC did over 300 print media publications. He noted social media has grown and mentioned it is where the UAC has to be, and it has been successful. Randy addressed word of mouth is incredibly helpful, and the UAC is providing incentives for spreading the word.

Information: 4.06 – Mental Health

The UAC hired a mental health counselor, and is shared 50-50 with GMU. Randy noted liability has gone down, and they have led workshops and assessments.

Information: 4.07 – Student Life

Randy discussed the RA program is going well and the other institutions have to mimic our programming. He discussed RA training for emergency situations. Randy discussed the new student involvement center for clubs and organizations and offering theme weeks. Randy noted the UAC is offering more funding for student events.

Information: 4.08 – Process Improvements

Helping students with Umail; the UAC noticed students did not know how to check email. The UAC has increased international student resources. He noted forms are now fully digital. Conduct and care are fully linked with main campus so everyone at the main campus and UAC can know if there have been student conduct issues for students. He noted orientation has been consolidated to one day. Randy announced a new student academic planner that was recently created. His goal is to go to businesses next year to add advertisement to self-fund it.

Information: 4.09 – Moving forward

Randy noted the UAC just hosted the International Association of Career and College Counselors conference. It was a huge success, and was asked to host again. The UAC will be hosting summer camps with Film & Media Arts, and winter camps with Urban Ecology. Randy also discussed the website overhaul that is coming, and it should be more user friendly, and will mimic main campus. He noted there will be four alumni events this year. He announced the first commencement will be March 16, 2018.

FINANCIAL OPERATIONS REPORT

Information: 5.01 – Financial Overview

Robert Muir gave an overview and discussed how it's been a good year and made some substantial changes. He noted the preliminary results show a small net income. He mentioned the UAC is currently in an audit from our Korean firm. He noted there has been an increase net tuition per student. He mentioned there is additional revenue to main campus with arriving students to main campus. Rob introduced new finance manager Louise Kim, who has an incredible accounting background. He mentioned the UAC hired a new payroll firm equivalent to ADP, which will save 10%.

Information: 5.02 – Results vs Budget

Rob discussed there was an aggressive budget, but were able to turn around the net tuition revenue the UAC was receiving. Although the UAS was short in revenue you can see that the UAC has a great ability to react and adjust staffing, which resulted in saving over a million dollars in salary. He noted with less students, we don't need as many faculty, adapted the Public Health model, and departments are utilizing the faculty on campus better so that there are less reimbursable costs to the main campus; all of these areas have saved the UAC money. He noted there is a projected 126 thousand net profit.

Information: 5.03 – Tuition revenue

Rob discussed there were fewer students entering but with a higher tuition revenue by reducing the amount students received in scholarships. Discussed the impact of students coming to main campus, which equates to tuition for main campus, one of the successes for the UAC. He noted the growth since we have been in business from negative to positive growth. He mentioned overall there has been incredible improvement financially for the UAC.

Information: 5.04 – Projections

Projecting a significant increase for FY18 due to more student enrolment and higher net tuition. Rob feels confident in the projections based on increase net tuition rates. He made a point on the increase of salaries, he noted that Todd Kent has done a great job recruiting qualified faculty at lower salaries, and utilizing them in an efficient rate. He mentioned the other reason salary costs went up is there is a fixed cost to the campus regarding salary. Rob foresees a 600 thousand net profit in 2018, which will help pay down the debt to the main campus, which is at about 1.3 million.

Information: 5.05 – Tuition Assistance

Students need help coming to Salt Lake because of the difference in tuition costs. Randy McCrillis discussed that the UAC decided to decrease scholarships to insure that the students can pay the full amount in Salt Lake. The board went into a longer discussion on communicating tuition properly so that students understand what they are paying for and the quality of the university.

Information: 5.06 – Accounting System

Rob Muir discussed moving to their own accounting system to save money, have custom reports, have better information. He noted this will help flow the information better, and will save money for the campus. He mentioned an internal control structure being put in place. He noted that he still has oversight and controls all costs spent on the UAC campus. Implementation will be in January 2018. He mentioned over the next three months he will be working with campus to set this up and make sure protocol is followed.

Information: 5.07 – Issues and Challenges

Rob Muir noted we are in the final year of the subsidy. He mentioned he is working on a five-year projection. We anticipate growth. The subsidy is 1.2 million dollars; suggesting in 2019 the UAC will go backwards to pay the subsidy in a break even format. He noted from there the UAC will continue to build. He mentioned integrating new programs has become less of a financial risk. Rob believes the debt to the main campus is just a timing difference as the campus works with the Korean government.

ACADEMIC AFFAIRS REPORT

Information: 6.01 – Student Academic Experience

Todd Kent gave an overview of the progress in the academic environment. Discussed the new textbook program-- that everyone pays a flat fee and the UAC provides the books. He mentioned the UAC is increasing classroom rigor by mirroring the main campus. He mentioned there was summer school for the first time this past year, and plan to have winter school as well. He noted this gives opportunities for main campus faculty to come and teach for a semester. He mentioned the UAC worked on making the UAC look like the SLC campus, by increasing electives and diversifying the classes. He discussed they improved check lists for onboarding faculty by creating detailed handbooks.

Information: 6.02 – Academic Objectives

Todd discussed the goals of the future. He mentioned improving the first year experience is their main objective. He discussed they want to create new methods to support students academically, especially for when they go to the main campus. Todd would like to create an environmental change for students to engage more. He mentioned he would like to support faculty scholarship growth. He mentioned there is efforts to work closely with the main campus departments to train and evaluate faculty. The UAC will work to implement the two new academic programs.

Information: 6.03 – Promise to the Students

Todd discussed how our promise to students is that each student would learn to think critically, communicate differently, learn social skills in the class room, learn to get a bad grade and be resilient, and learn to work in teams. The promise is that students will receive top notch education. He mentioned the UAC has the opportunity to innovate the education experience differently than the main campus due to the small classroom setup.

Information: 6.04 – Board Discussion

The board discussed the satisfaction of faculty. Todd Kent discussed that the initial faculty who went to Korea were teaching faculty, and over time there will be a mix of research faculty. He mentioned faculty 3-1 model for research flexibility. Todd, believes faculty have had a wonderful experience and cannot think of a situation where faculty have left unhappy. He mentioned the UAC is working on providing more information to faculty and having better communication. Todd addressed the committee that there will be cross educational experiences for students at the other IGC universities so that students can take courses that the UAC cannot provide.

RESEARCH PRESENTATION

Information: 7.01 – Campus Research

Chris Ireland discussed research in Korea, and mentioned how it is key to build partnerships with government organizations, universities, and NPOs. He discussed going forward the UAC will establish partnerships with academic and corporate partners in Asia, and help main campus departments do so as well. Chris discussed the importance of a Korean partner, and broadening opportunities. He discussed the long term goal is to establish a UAC research foundation and a new Korean NPO research center. Chris mentioned there is main campus support, but in the long-run will need to be self-sustainable.

Information: 7.02 –Center for Digital Wellbeing

Chris Ireland discussed the Sorenson Center for Discovery and Innovation collaboration with Chung-Ang University, and how it has created opportunities for main campus and UAC students. This became the Center for Digital for Wellbeing in 2017 and is highlighted as the first US-Korean collaborative venture at an academic institution resulting in a generation of a new research center. He mentioned the center now offers certificate programs for UAC students and main campus student study experiences. He noted the financial aid problems that have been discussed have paused programs for study abroad experiences for main campus students. The UAC is awaiting approval. The board discussed the financial model for research centers and how to move forward.

Information: 7.03 – Developing Partnerships

Chris discussed an MOU with Wayne Education in Shanghai to promote opportunities for high school students to take summer classes at the UAC, and provide a gateway for these students to come to the UAC for school. He mentioned this is a development of Kenneth and Keith Grover.

Discussed the MOU with the Mayor of Yoensu-gu and Gale International to promote Urban Ecology and provide student internships at a government level. This MOU will also provide research opportunities for faculty.

Chris mentioned the accomplishment of the Olympic broadcasting agreement with the UAC to be the official broadcasting training center for student interns for the 2018 Olympics. Many of the UAC students are participating in this program.

Chris discussed helping our students and faculty get engaged in conferences held in Korea and on the UAC campus.

He discussed establishing a research incentive program for faculty. Faculty can apply for a maximum of \$6,000 in funding from the UAC and can be matched by their home department. He mentioned the three successful programs so far.

ADJOURN

Chair Michael Hardman ended the meeting with opening the meeting to any questions and comments. Michael Hardman adjourned the meeting at 2:36pm. The next scheduled meeting will be determined at a later time.

Signed by: Kari Ellingson

