

University of Utah Asia Campus
Board of Directors
August, 2020
Minutes

Welcome and introduction of the meeting

- New board member Jai Lee Representative of the Alumni Korean Association
- New officer of NPO Greg Hill replaced Todd Kent
- Acknowledgement of Randy McCrillis contribution as Dean of Students/Interim Chief Administrative Officer during the COVID-19 pandemic (we've exceeded recruitment number for last fall). Will continue his duties in his new position as Executive Director in the Office for Global Engagement
- Celebrating Mike Hardman's retirement from the University of Utah and the UAC. His work was integral in the formation of the University of Utah Asia Campus. He will receive the title of President Emeritus of University of Utah Asia Campus-NPO

UAC 2020 - Chris Ireland

- Reached financial sustainability for the university
- Success as a gateway for international student recruitment - we now have nearly 500 students
- Success in bringing SLC students to the Asia campus. 14 students in 2014 has grown to approximately 200 students a year now.
- Removed the social work program in 2017 and added three new undergraduate degrees and a master's degree in biomedical informatics
 - March 2021 three new undergraduate degrees will be added to the curriculum - Electrical Engineering, Computer Engineering, and Graphic Design
 - Anticipated that in a year and a half these new degrees will lead to a huge jump in the student population

Global Leap Korea Program

- Program spearheaded by Sabine Klahr and Cheri Daily of The Office for Global Engagement
- Students (incoming freshman) would spend fall semester at the SLC campus and spend spring semester at the UAC campus
- Pivoted from a hard launch to a soft launch due to the pandemic. In spite of pandemic an estimated about 10 incoming freshmen initially registered, as of today (August 2020), 19 students have signed up for this program.

CAO Report & Academic Affairs - Greg Hill

Slides

- Our story in numbers: 7th year, 32 faculty members, 21 staff members, 9 programs (starting Spring 2021 semester), and 508 students enrolled

- Haven't officially started recruitment for new/upcoming programs, waiting for approval from NWCCU. Admissions and PR team are ready to go with recruitment strategies
- Goals in regards to reproducing the University of Utah experience in Korea:
 - Build a strong base of loyal students by including internship experience
 - Bring the University of Utah academic and student experience to the UAC, we're hoping the LEAP program helps create those experiences for student life
 - New faculty and staff hires that represent The U
- Spend subsidy tuition money wisely to work towards true self-sufficiency and sustainability

Campus upgrades

- On the 9th floor we're creating a green screen room for the Film Arts and Communications group
- On the 2nd floor we created some nice spaces for our advisors and admissions to talk with students
- The lounge area has been redone to be a nice open space for gathering and allows social distancing
- We're investing in the infrastructure itself as a way of recruitment

Partnerships

- Partnerships with our students, the Korean government, alumni and business partners, and the high schools we are actively recruiting at
- Started a campaign with James Park on Instagram called "Throw up their U"
- We're working closely with many organizations to increase internship opportunities
 - Signed MOUs with the Korea Times, Arirang (TV). Edelman PR firm MOU is in progress

New Faculty

- Several new faculty have been hired for spring and fall 2020, they haven't met with students because of the pandemic but are looking forward to meeting with them soon
- Paul Rose announced his retirement and is now back in Utah, had a strong impact on the communication dept.

Current Students by major and hours

- Korea makes up to 5% of international students worldwide
- We're starting to get some notoriety and people are starting to notice our mission (Songdo Global University Campus was featured in an article on Statista)
- 40% of our students are working, 33% looking for work, 17% Graduate school, and 1% are in Military

Future challenges

- Korea is very aggressive with coronavirus preventive measures
- Current average 114 of cases, Incheon moved to level two – things had been much better until a recent outbreak occurred related to a church in the area – UAC protocols have been adjusted to comply with current level
- Additional safety measures have been enacted on campus – plexiglass dividers, thermo temperature checks, staggered start times for classes to avoid crowding, contact tracing measures, and strict mask policies have been implemented on campus
- Will invest more in faculty development opportunities by providing more resources

- New faculty hires coming for Graphic Design (2), ECE (2), Psychology, Communication, Animation, and Foreign Language (Spanish and Korean) programs

Faculty Highlights

- Reazul Ahsan and students won a presentation award for the International Research Conference
- Faculty member in Film Media Arts who is completing a documentary project on the first female film maker in Korea
- Psychology faculty member is doing two grant projects for a total of 7 million dollars
- Faculty are active in publishing

Working to Increase Student Population and Financial Stability

- Working to bring Center for Medical Innovation
- Student numbers are trending up

Student Affairs - Randall McCrillis

- Fall 2019
 - Largest incoming fall class
 - Greatest number of students on campus since inception
 - 5 anniversary - Celebratory events were held for students and community together
 - Space issues
 - Remodeled first floor and other areas to make more space for the students
- Spring 2020
 - Largest incoming spring class
 - COVID-19
 - Being located near China, there was little information to base decisions on
 - Leadership responded swiftly and flexibly to the new COVID-19 situation
 - No students unenrolled – largely due to faculty support and efforts
 - Created a new undergraduate research fund of \$50K/semester – modeled off of UROP plan on the SLC campus
 - Exploratory, empirical, and creative research
 - Must have a Faculty mentor
 - First cohort will be awarded this Fall
 - CAO Search was held
- Summer 2020
 - Planned for in-person, but was switched to online format
 - Had to go online because there was a COVID case (not on campus)
 - No students unenrolled
 - Plans for fall 2020 – originally were optimistic normality would return but clear and well communicated plans were created in advance to determine if/when/how to move between levels and how the students/staff/faculty would respond

Admissions

- Student recruitment

- Fall 2019 30% increase
- Fall 2020 10% increase
- 70% matriculation rate maintained
- Recruitment Events
 - Largest attendance of information sessions to date (150+ in December)
 - Recruitment from Korean high schools also strong
 - Offering online monthly webinars for international students (20 participant average)
 - Advertising
- Spring recruitment was the largest population recruitment thus far
- Sponsorship at KCON 2019 (Korean pop-culture convention) was extremely successful, online and social media response was very strong
- KCON 2020 was also a huge success in spite of being moved to online format

Marketing and Public Relations

- Students did a COVID-19 donation drive to collect funds for the community – lead to national media coverage
- Hoping to increase social media presence, the numbers are already increasing
- K-pop group congratulated the UAC for its 5th years anniversary
- Social media is growing but an area needing increased growth – a social media hire may be needed in the future

Mental Health

- Use of support services grew about 20% in terms of number of student interactions
- This group is growing and will need continued support

Career & Internship Development Center

- Jenny Park resigned as assistant career internship developer; position was vacant from Oct. - Mar. until Sonia joined the team
- Even with COVID, 91 counselling sessions
- Internship and job opportunities are still the most sought by students – work to find more opportunities is ongoing
- Students are unsure of what post-graduation job hunting will be like

Student Leadership & Involvement Center

- Continues to grow, increased by 20 leadership positions
- Spring transition to online programming and engagement was difficult but provided methods (gift cards, quizzes) for students to participate in the program
- Still a need for programming outside of the classroom
- Students have a strong need for opportunities to connect with peers off campus
- Events like the haunted house and pride week drag show (held online this year) are still very popular

Tuition and Scholarships

- Since 2016 average paid tuition per student has increased from approx. \$6,000 to \$9,000
- Scholarships were originally high for retention
- Overall rate of return has increased for students and scholarships have been reduced to keep the UAC financially viable

- Goal is 15% scholarship rate with \$8,500 per student return

Moving Forward

- Summer and early spring “off terms” are still strong and expected to increase
- Anticipated 92% student retention rate is holding true
- 20% of classes online and 80% classes in person
- Website needs to be redesigned – currently in process
- Recruitment in the US will offer the most growth – especially with COVID-19, students see Korea as a safe space
- Built tennis courts on campus
- Housing is still an issue for the campus, ground has not been broken for the new student housing
- Have enough beds for new students now but in a year, year and a half they will be at capacity
- Local guest house has a possibility to turn into student house, but faculty housing also is an issue
- A guard does monitor quarantine students for two weeks, all have tested negative at this point in time

UAC Students on main campus - Lori McDonald

- The retirement of Kari Ellingson retired as AVP of Student Development was a huge change for the UAC campus students
- All departments have worked hard to welcome our UAC students to the SLC campus
- 90 students had to return home due to COVID
- Students have done well in SLC campus - academy inclined, have good GPAs and are active in the unions program council
 - UAC students hosted a well-attended, well received K-pop event
 - There is a need to have a plan in place to continue to help students feel welcomed
 - Allowing the students to defer to Spring was a great decision, expecting about 32 students this Fall

Financial Operations - Rob Muir

- Preliminary results show a positive net income for the fourth straight year
- UAC paid off its payable to the main campus FY2020
 - We started recruiting US citizens eligible for FAFSA and started using those funds to the payable
- We did not receive a government subsidy in 2019, in 2020 we secured a financial subsidy from the government and its expected to continue for at least two years
- In the original agreement rent payment was only expected to be paid after year 5 – it has been extended to year 6
- As more students arrive at UAC it provides additional financial support to the main campus because of the 1 year they will spend here

FY2020 Results vs Budget

- Revenue was expected at 5.2 million but came to 6.4 million, this 22% variance over budget is excellent
 - Salaries were slightly below budget
 - Korean government subsidy was not originally budgeted for – this was not expected
 - Admin costs exceeded due to COVID related expenses
 - In-country costs refer to costs on the ground, this looks to be an overspend, but it is not actually so as it included costs of buying books that were then turned around and sold to students at a profit
 - Travel costs were lower due to COVID
 - Depreciation costs were high due to facilities improvement

FY2015-2020 Results

- We started with a few losses, eventually reaching a \$1.6 million debt to the main campus, but now that debt is completely paid off due to growth in tuition as well as net income (see slides)

FY2021 Projections

- Revenue numbers were originally very conservative to account for COVID, not now we expect 25% increase in revenue
 - Increase in salary due to new faculty that have been brought in to support increased numbers of students and new programs
- Travel is expected to increase with along with the hope that restrictions will start to be lifted

Challenges/Opportunities

- We received a \$800,000 loan from the Korea government
 - Expect to pay it off in 2021

Questions

- Concerning other universities on IGC - Have subsidies been given to SUNY (The State University of New York)?
 - Korean gov. said we would get subsidies for the next three years
 - No presentation was required for 2021, 2022 is uncertain
 - GMU has had their full 8 years of subsidies and will no longer receive
- SUNY was supposed to start paying maintenance last year, but no one knows if and when they will actually start paying?
 - SUNY just finalized their negotiations regarding this payment.
- What are the implications if we don't get the money?
 - Set to get the money in January, Korean gov. Has guaranteed 3 years of subsidies
 - We will be rent free for the next 8 years the only thing being paid right now is maintenance
- Need a five year look forward budget that accounts for additional expenses and subsidies going away
- Korea seems to be getting ready for the second phase of the development/construction of the campus and bringing in additional universities – this originally was planned to begin 5 years ago

- There is a promise from Korea that the first 4 universities would be made successful before the second phase started, but their definition of success is unclear – we want to make sure the second phase is not started at our expense.
- The first phase took about 7 years, second phase is likely still 7-10 years in the future.
- What's Korean government going to allow us to do regarding carrying money forward?
 - Presented a million-dollar cash reserve in proposal, Korean government did not object
 - Caution and good long-term budget projections are required to prevent the subsidy from being jeopardized

Legal Matters - Alice Whittaker

- Korean law requires the university to have written rules in place about the campus in Korea
 - Exploring how it integrates and incorporates to main campus regulations
 - Plan to incorporate HR policies from main campus
 - Keep rules simple
 - Have specific rules about leave and absences, Robert is advising on that

Graduate Programs - Julio Facelli

- Not many candidates for Digital Informatics program because it didn't really translate well in Korea
- Will continue teleconferencing until Fall

Challenges

- The Korea masters in informatics are free thus its really difficult to compete with that
 - A lot of interest people but when tuition comes up the interest dies down
 - Korea is leading in data informatics thus it would be great to have grants to support these students
- Misalignment of the Spring semester is difficult for small number of students

Success

- Have been able to secure funding to support foreign students
 - Funds need to be able to be larger to support all students
 - We continue the visibility of the program in Asia and need to develop a recruitment strategy that will be very attractive to the students (funding is key)

Questions

- The MS is a pre PHD program
- How much tuition is the program?
 - Program is self sufficient
 - The program is \$20,000 a year
- How do you envision getting more SLC faculty in Korea campus involved in research activities?
 - Depends on new recruitment of faculty, in the last few years we've lost 10-15 faculty members
 - With the recruitment of new Chair we will see increase in new faculty
 - Most of the faculty is already over funded

Meeting Summary/Open Discussion

Faculty Recruitment Plans - Greg Hill

- Increase 7-9 faculty members according to our needs
- Immigration policies are getting more restrictive with the teaching experience requirements for new hires
- We feel that hiring new graduates (PhD and other terminal degrees) is of great value to us
- Question on how qualified the faculty we are hiring are in regards to the requirements of the new immigration laws?
- Is there any distinction between being a Korean University hiring in Korea versus a U.S University hiring?
 - Currently we focus on hiring grad school graduates – should we also consider looking more into seasoned U faculty who are on phased retirement?
 - Need to be careful we don't get an overabundance of Korean faculty
- As soon as a program is approved by MOE and NWCCU we would like to get going on recruitment, should start beginning September
 - University has suffer a big financial hit due to COVID thus the hiring freeze
 - Hiring freeze is on all sources of funds
 - Due to the financial impact of COVID it is necessary to evaluate which things are critical right now and what can wait for a year?
 - For UAC expenses, a five-year financial plan is crucial to move forward

New Student Initiatives

- Students have expressed a need for in-person content/programming and a greater variety of interactions, so that is being carefully explored.
- Students have expressed a desire to volunteer
- Mental health issues are an important need – currently sharing a counselor with GMU
- International and Korean students need more encouragement and opportunity to interact with each other more
 - Currently campus is 85% Korean 15% International
 - Orientation staff, faculty, etc. are being more intentional about helping the two groups mix
 - Bringing more international students on campus is crucial
- Potential 800 students due to new majors
- Challenge will be having things in person for our students
 - Students want in-person programming
 - Students want more of a variety of interactions ex. Service, have a strong need to give back to the community
 - Mental Health will be a need on campus
 - U.S students are our number one users
 - RA training now that more students are coming into the hall

- How do we get an international feel on campus
 - 85% international students not much of integration
 - Need to work with faculty about being intentional with small groups to encourage integration with the students
- Getting students to come to Utah campus
 - On the SLC campus, Korean students usually choose roommates that are other UAC students
 - Working to get them involved in other activities and events where they are not just with other Korean students

Questions

- How are we trying to integrate the students?
 - We're working with distribution in the residence halls to encourage integration within the students
 - We have testimonial of students regarding connections and how increasing your networks allows you for more opportunities
 - Virtual International Education week this year, great opportunity to engage UAC faculty and students
- We need to get main campus students to the UAC in order to make those connections with the UAC students
- EAE programming for gaming to potentially go to the UAC can be a potential attraction for main campus students to attend the UAC
 - Potential gaming certificate for the students?
 - Engage more UAC students in research programs?
- UAC students have not been allowed to access research stipends from UROP anymore, but is there a way to reverse this decision?
 - UAC is now creating its own research fund to provide students with this opportunity.

Certificate Programs

- We had been told we could not do certificates, but now confident that this will be approved.
- Need to broaden outlook – this could be a great outreach to the Korean community
- Most of the existing axillary programs that depend on revenue programs have been shut down due to the impossibility of in-person experiences (performing arts, museums, etc.)
- The U is aggressively expanding certificate programs in Utah
- Cheri & Randy looking at noncredit based certificate programs at the UAC

Closing remarks - Chris Ireland

- We discussed a lot of great ideas and initiatives, for the time being we must be strategic as we move forward due to the financial and other restrictions of COVID
- Things are a lot more difficult to do in Korea but that does not mean that it should not be done.

