

University of Asia Campus

Board of Directors

August 29, 2023

3 Hours and 51 Minutes

Keith Diaz Moore: Welcome and Acknowledgements from Chief Global Officer (President of U Asia Campus NPO and Chair) –

- Introducing themselves:
 - **Keith Diaz Moore:** Chief Global Officer and President U Asia Campus NPO and Chair
 - **Mathew Burbank:** Associate Dean of Faculty at the U of U Campus
 - **Greg Hill:** Chief Administrative Officer at UAC
 - **Chris Ireland:** Was a previous Chief Global Officer for U of U and was involved in the early days Asia Campus
 - **Randy McCrillis:** Dean of Students and Executive Director of UAC
 - **Marlene Plumlee:** Professor and Chair, School of Accounting. She is managing the business school and new courses at UAC
 - **Chase Hagood:** Senior Associate Vice President for Academic Affairs and the Dean of Undergraduate Studies
 - **Andrew Patrick Nelson:** Associate Professor and Chair of the Film & Media Arts Department
 - **Robert Muir:** Director, Debt and Asset Management & UAC Financial Operations), Administrative Services
 - **Chong Oh:** Director of the Computer Information Systems Program at UAC
 - **Erin Rothwell:** Vice President for Research
 - **Michael Hardman:** Special Assistant to OGE (President Emeritus U Asia Campus NPO) and founding member of UAC
 - **Robert Payne:** Deputy General Counsel at U of U and Advisor of UAC
 - **Ben Voegele:** Assistant Director of International Admissions at UAC
 - **Cheri Daily:** Executive Director for Global Program Development and Marketing and Communications
 - **Sovanna Behrmann:** Administrative Manager for OGE

Keith Diaz Moore: Today's Agenda

- The President's Vision
 - To inspire, innovate and serve
 - Inspire student success
 - Innovate the research component
 - Serve the students statewide
 - How we do activities to reach our goals
- Inspire
 - The goal is to grow 40,000 students within 10 years
- Innovate

- Goal is \$1B in research funding
- Currently research funding is \$768M
- Vision
 - Serving all Utahns
- Internationalization
 - Why is this critical in the evolving world?
- The ACE Model of Comprehensive Internationalization
 - 3 Lenses. How are we moving the dial moving forward?
 - Strategic Planning Steering Committee, Strategic Plan Working Groups, OGE Team and University Community
- Strategic Planning
 - Partnerships, Network and Locations
 - International Research
 - Curriculum, Internships and Learning Outcomes
 - Student Mobility and Support (inbound and outbound)
 - International Scholar Support
 - What keywords should drive our collective aspirations for 2028
 - Timeline of the next fiscal year

Open discussion:

- Question: What's the current Enrollment for Undergraduate Students?
- Answer: We are at 528 this fall.
- Question: What's your most popular major?
- Answer: Film is our most popular major. 153 students are in the program. This fall they had 37 incoming which is our largest incoming.

Greg Hill- CAO Report

- Introducing the new faculty at UAC
 - Evan Benoit: Electrical and Computer Engineering
 - Hannah Myung: Psychology
 - Jaewon Oh: Psychology
 - Sunghee Kim: Business
 - Hak Yoon Kim: Business
 - Ang Yee Sien: Film and Media
 - Idil Ayril: Urban Ecology
 - June Young Lee: Communication
 - Claudia Hong: Human Resources
 - Ben Voegelé: Admissions
 - Helena Choi: Student Affairs - Mental Health Therapist
 - Yiseo Kim: Student Affairs - Mental Health Therapist
- Two New Majors
 - Accounting
 - Information Systems
 - This fall we are adding Gaming
- Campus Highlights
 - Stepping up our technology

- Baseball Night with the Korean Baseball team. Was a completely sponsored recruitment event
- Seoul Tour with Senior Vice President Montoya
- Commencement Ceremony with 147 graduating students
- 25 people from Utah Gymnastics team came to UAC
- Over 1200 people came to see the Gymnastics event
- Infrastructure Improvements
 - Branded buildings like they are at U of U campus
 - Creative spaces to get together and use
 - New Theatre on 6th floor
 - 28 seat theater. KANAB Theatre
 - New classrooms for the gaming department
 - Smart boards installed
 - Large windows to make space bigger
 - 2 Streaming Rooms that can also broadcast
 - Student lounge with VR
 - Big Capital Investment
 - Industry Foundation Operational Structure
- How to bring in contracts and grants
 - UAC Industry foundation
 - CMI Asia
 - 2022 Working with Incheon Techno Park to globalize their product
 - 2023 Added more Projects
 - Incheon City Office of Education
 - Seoul Government/Seoul Biohub
 - Incheon Techno Park
 - Ministry of Trade Industry and Energy (2 projects)

Open Discussion:

- Question: Who is your lead CMI there?
- Answer: Casey Jeong, he works with Mark and Justin Brunson. They have been working together for a long time. Will be coming over for the Silicon Slopes Summit. We're bringing 20 something over for that conference. All is funded through this Incheon Techno Park.

Back to slides:

- 2024 projects
 - Incheon Techno Park
 - Incheon City Office of Education
 - Seoul Government/Seoul Biohub (2 projects)
 - Korea Health Industry Development Institute
 - Ministry of Trade Industry and Energy

Open Discussion

- **Question:** Can you talk a little bit more about the relationship and the connectivity between the Vice President of Research here and CMI and the operations and how legally you were able to run and operate both of those under the auspices of the University of Utah? Or is it set completely separate ways? Is it a firewall? What is it?

- **Greg Answer:** I don't necessarily think that there is a firewall. We haven't done any of the research projects. These are all contract projects, with training. We are not excluded from doing research. And this is going to be our next phase. The next phase will be using the foundation to support research grants for our faculty. Historically, our biggest challenge is getting a foreign faculty member to get a Korean research grant. Many of the reasons being, 1. They don't speak Korean and they can't work their way through the grant process. But some of the Korean grants require you to have a Korean landing spot for that grant so that's what the foundation allows us to do. And so, I think in the next couple of years we will talk a bit more about potential graduate programs. That's going to be a key piece of what we were going to do. We primarily made a connection from the home campus. It has been through CMI. There is a financial firewall. If there are research grants these are things we're going to have to work out. Especially if there are grant projects. You know, if there is a faculty member on our campus who wants to partner with a faculty member on the Asia Campus we'll have to figure out how to do that. Which I think we can figure it out. It's just going to take some work. It's the next phase and it's going to be exciting.
- **Question:** This is just training grants? You're not negotiating any IP or anything?
- **Greg Answer:** No, these are just contracts. And Rob? We worked out the language if the topic of IP or anything like that comes up.
- **Comment:** We just split our tech transfer office into two. Just so you are aware. I just hired Jim Hotaling to lead commercialization. The old pivot is just tech transfer. There are going to be some funds below that could have some nice partnerships there.
- **Greg Comment:** When Casey is over here we can make an introduction.

Back to slides:

- Programs at Asia Campus
 - Supported 12 startups since 2021 with 4 USFDA 510(k) submission completions
 - Supporting 4 Seoul-based startups to help reach the US Market
 - Koreans are very excited to have a US connection here
 - For them to go through the FDA 510(k) process it is incredibly expensive if going through Korea
 - Will participate at the 2023 Silicon Slopes Summit
 - Continuous education program for Incheon City citizens
 - Part of 11 Incheon-based universities providing courses
 - UAC a top-ranked program for 2022
 - Korea Health Industry Development Institute MoU (May 2023)
 - Incheon University Association Award of Excellence (October 2022)
 - South Australian Premier & Dep. Trade & Investment Meeting (Oct 2022)
- Alumni Affairs
 - Banquet of 220 people Dec 1, 2022
 - Will do a 10-year anniversary banquet in the fall of 2024
- Community Engagement
 - PUMASSI: write letters to Korean war veterans and hand deliver them to the veterans or their families
 - Students went throughout Song Do and gave our partner business a plaque to be a UAC friendly business to give discounts to students and faculty
- SSG Landers Utah Baseball Night

- More than 18,000 fans in attendance
- Internship opportunities for our students

Open discussion:

- **Question:** Is Casey talking about some of his efforts about CI and CMI down the road?
- **Greg Answer:** Yes, we can talk about it. One of the next projects we want to do is to have CMI Asia. Florian and Casey are even talking about doing a CEI Asia as well and that will be more of the research NEXUS that it will need to develop the protocols and procedures for that.
- **Question:** Conversational, development and with a broader scope of just the medical side of it?
- **Greg Answer:** Yes, because we want to move out of just medical device support and into some of the other support.
- **Question:** Why is it called the KANAB Theatre?
- **Randy Answer:** Does anyone know why it would be called KANAB? Yes, it was known as the Little Hollywood. So, we have a cute little sign that is being done and going up this week about what was filmed there.

Randy McCrillis – Student Affairs

- Admissions
 - Total Submitted Applications Fall 2022 = 281
 - Total Submitted Applications Spring 2023 = 316
 - New Enrollment Fall 2022 = 132
 - New Enrollment Spring 2023 = 124
 - Total Matriculate Fall 2022 = 148
 - Total Matriculate Spring 2023 = 131
- How we get new students and problems that arise
 - We are not on the common app
 - We do not want to get flooded by people who might not come to us. This is why we do the AY application
 - Matriculated is a student who pays a deposit that is non-refundable
 - We got a lot of students that couldn't attend because of visa applications
 - Korean Consulates are very backed up right now

Open discussion:

- **Greg Comment:** One of the protocols we are trying to institute is how we can reduce that visa backlog and how we get through our students quicker? We are creating policies and procedures on how we can make that happen. Ultimately, it is the student's responsibility to get a visa but how can we provide as much support as possible and get them engaged earlier in the process. Primarily it is because they delayed their application. An 18-year-old coming over doesn't grasp the concept as to what it means to really work with a foreign government. And how awkward or challenging that can sometimes be. So, we're working on how to make that better.
- **Comment:** I will give a little shout out. My son is actually over there right now. And there is another one of our students over there. They said, "The process was very smooth." So good job, you guys are doing a great job with that.

Back to slides:

- Ongoing events
 - EXP UAC Day is our largest recruitment event. We had 350 Students attend which was more than we could accommodate for
 - KCON in California. 50 students showed up for Ben's talk and in the past had 0.
 - Number one question was getting asked what Graduate programs do we have at UAC
 - Monthly Information Sessions

Open Discussion

- **Question:** Those fun lectures as you call them. Do you video record those?
- **Answer:** We do. They are all video recorded. There was a big debate with our faculty last year that we couldn't show them. So, we now have gotten permission to show all of those. They are all on YouTube as a way to entice students.
- **Question:** How long are those?
- **Answer:** They are 20 minutes. It's not super long.
- **Comment:** You might want to ask if it is worth sharing with their home departments.
- **Answer:** We could absolutely share with their home departments.
- **Comment:** We would love to get your advice on what else we could do with those lectures.
- **Comment:** It is one of our biggest tells and that's when we generally get about 50% of the students that matriculate with us.

Back to slides:

- Marketing and Public Relations
 - 56% increase in followers on our Instagram
 - 18.5 million Impressions
 - Just from KCON alone we increased about 850 followers
 - We hired a new person and made our YouTube videos more professional
- Mental Health
 - Increased 17% from year 2021
 - Hired another counselor. Offer 40 hours a week mental health counseling
 - Students access 12 free sessions a semester
 - Partnering up with external partners that also speak English in the community
 - If you need someone long term - more than 12 sessions - we refer to someone off campus
 - Global Insurance is also working with them in this partnership. They can accept CISI
 - Number one problem is loneliness and anxiety issues
 - More of our international students access those services

Open discussion:

- **Question:** Do we have any comparison to how this is over here? Or do we have any indication whether it is good or bad?
- **Answer:** Here on campus we are up 33% with visits. So significantly up.
- **Question:** How many mental health counselors do we have?
- **Answer:** We have 12 full time counselors at the counseling center that are not trainees.
- **Randy Comment:** We do share those chief counselors with GMU and us. Students from the other campuses can contract independently to get those services.

Back to slides:

- Career and Internship Development Center
 - 2 fulltime staff members
 - Korean government mandates us to see where every single student goes
 - 84% of our students are either employed after 2 semesters or in Grad School
 - Alumni comes back and gives talks and they are well attended
 - 40 off campus internships were provided last year
 - Alumni helps get MOU's and partnerships established
 - Working on getting more English-speaking internships
 - Psychology is offering a full English-speaking internship
 - Lacking in resume building & writing and interviewing with a Korean company or a US company; How they differ and what questions you will be asked.

Open discussion:

- **Question:** How is your employment rate compared to other Korean Universities?
- **Randy Answer:** We are actually above Korean Universities at the moment unless you're talking from the top three.
- **Question:** Do you know broken down by subject area by chance? Like EC?
- **Randy Answer:** EC doesn't have any graduates yet so were not there yet but we will be. Then we will be able to break it down.
- **Comment:** It will be interesting. We are right now at 99% on main campus.
- **Question:** Some Korean Universities are taking away opportunities from UAC. What are the relationships with the Korean Universities? Are they stable? Do they feel okay, or are you not taking away their students?
- **Randy Answer:** They are still closing Korean Universities and there is still tension there. We are going to recruit from outside Korea. That is what Ben's big role is. Bringing more international students, and no longer US Students so we can go ahead and say, "look, we are actually loading into the local economy by bringing external here and were not taking away from the local universities." SKY is lowering the requirement on the KSAT significantly.
- **Greg Comment:** In almost every conversation I have with community members. That's around our mission. They say, "you are taking away from us." And then I say, "listen, were not recruiting the same students you are. We are recruiting the students who are going to go to the US anyway. And we're keeping them here." Then we talk to them about the likelihood of them coming back to Korea and getting a job if they do their schooling with us. But they get the US education experience from us. I tell that story 50 times a week. Usually by the end of the conversation they say, "Okay I understand what you're doing." Korea is in a tough spot because they're demographic pyramid is all screwed up. 2021 was when they had fewer eligible high school students to go to college than the year before. They have crossed the threshold and now they get fewer and fewer every year. One of the things the Korean Ministry of Education has done is they have decentralized their authority. Now the cities are going to be in charge of all the things the central ministry used to be in charge of. That starts next year. So, we are unsure of what's going to happen. But, we have a pretty good relationship with the city of Incheon and their leadership right now so we feel like we are going to be okay. We are seeing this as a window of opportunity for us. Frankly to do some things that we want to do. This minute the central ministry has been a little harder on us. The relationship is unique is the best way to say it.
- **Question:** Does the government remain neutral on that relationship?

- **Greg Answer:** So far, yes.
- **Randy Answer:** There is always talk about what is going to happen with the international schools. K12 is always where the debate is. So, we watch K12 closely. Typically, around quotas. I mean they were enacting the law that required if you had a non-Korean passport at a K12 you had to live abroad for a certain amount of time to be considered. The law did not pass but there were some other things happening in K12 that we thought was going to impact us. That is a huge part of our recruitment is international schools. A student that goes to a Korean K12 generally doesn't come to us. Of our population, that is less than 3% of the students that we get.
- **Question:** One of the things that Korean Universities were pressing on was recruitment of non-Korean students. More global students. Are we making progress on that or at all?
- **Randy Answer:** Huge progress on that area, yeah. They ask for that number. But that's not the number they are concerned with. Their concern is our international faculty number. That's where we get more push back from them because our ratio is off. Our ratio on that is significantly off with our Korean to Non-Korean.
- **Greg Comment:** We will talk more about that in the afternoon. The Korean government has just done a huge marketing campaign on foreigners to come study in Korea. They're investing in that effort to try and get non-Koreans to come to Korean Universities and study.
- **Randy Comment:** The problem that it comes down to is just Visas.
- **Greg Comment:** Also, if they also don't have enough English classes to take. One of the big pushes that we've done lately is reminding everyone. Students, faculty and staff that all business in UAC is done in English. Everything from advising, to club meetings, to everything. If you go to a Korean university. You may have classes in English but that is it. You're not going to have any speeches, advising support. You're not going to have anything else in English. So, the students that go over to the Korean universities. It is hard for them.
- **Question:** On those 40 off-campus internships. Are those anchored or tethered to the curriculum at present?
- **Randy Answer:** Yes
- **Question:** I'm just thinking of the course for the upcoming art requirement. You're talking about the capacity piece that's going to be needed. It makes sense so I'm really glad to hear that because all of the students at the UAC Campus will have that same bachelor's degree requirements. The second question I would ask is can that KD abbies that work with career success coaches. Is KD in the loop to think more about deploying?
- **Randy Answer:** We meet with KD actually every month. So, the team from there. Her and I meet with her team.
- **Question:** Do we have anybody from KD team employed at UAC yet or is that a possibility?
- **Randy Answer:** Not yet because we have full time staff employed there. The conversation is how do we get those folks over here to get trained with KD. But our other one we do a UGS class a 1010, 1014 or 1015 Fall 2024 to meet the experiential. So were working with Robin on how to sell that. Our 1010 right now has low enrollment. So that will increase our enrollment in that.
- **Question:** Are those internships paid or unpaid? A mix?
- **Greg Answer:** They are unpaid. Korean traditional unpaid internships. I don't want Randy to undersell this. This is a huge big benefit piece of our campus. And we have invested. Randy and I are huge fans of experiential learning opportunities. Right before I came here, we had a group of students who did the summer internship with the TV Broadcasting company and so they would come and do the presentation. Then the president of the company came. It's just this really great learning opportunity for our students and so we're all in on this. On this experiential learning thing. And if you look at some of the places they're doing these. This is just a super opportunity for our students.

Back to slides:

- Group Internships and Volunteer Activities
 - Korea Herald Video and Editing Internship
 - Spo-TV Academy Broadcasting Internship
 - Asian Development Bank
 - 25th World Scout Jamboree
 - Korea Coast Guard
- Student Leadership and Involvement
 - 80+ Campus-wide programs and events (45% increase)
 - Active Student clubs: (3-30 members)
 - Semesterly programming: Drag Show, Trans Rights, Disability Conversations, Panels on Religion, Mental Health and Body Positive Speakers.
 - We are the only institution that does programming that looks like a US institution
 - Sex positive week
 - Big on Consent
 - Large Scale Programming with the community
- Student Transitions
 - UAC going to SLC summer 2023 = 87
 - SLC going to UAC summer 2023 = 11 new
 - Global Leap (spending their freshman year in Korea)
 - 90 students to Korea will change the campus

Open discussion:

- **Question:** Do you have housing for them?
- **Randy Answer:** Yes, we do have housing for them. We have a couple of options for them. We didn't know that we have across the street from us. We have called Posco. There is a massive Res hall that the Gymnastics team stayed in. So, we are looking into possibly getting a relationship with them and having honors students live in that location. We know we are going to run out of housing soon and the new housing will not be ready until Fall 2025. But we are looking at other options. There is another one that is called, "November Stay". It's like little micro apartments that is right off the subway. We were talking about that to be for maybe upper-class students. We've also just signed a contract with API which is a third-party study abroad vendor. They are going to start sending us 25 students in the Spring.
- **Question:** Do most of the students usually stay one or two semesters?
- **Randy Answer:** It depends, we have lots of students now that are opting to stay a second semester. So, some of our students only stay for about one semester. Our LEAP students are our students who are actually returning. Our second largest population is actually our TRIO students. So, we started a pipeline with our TRIO students last Spring and more of those students are opting to stay a second semester. What we're hearing is, it's because we are small. We got 500 students. It's because they know everybody and there is this high touch from faculty to student. They don't feel lost and they know everybody. So, a lot of our students like that experience and choose us.
- **Question:** Is there an impact on the Visa if they wanted to stay longer or?
- **Greg Answer:** Yes, and we are working with other departments. I met with writing last week and they wanted to do a cohort model where they want to bring them over in the fall. And so, we

are building a model to do that. So, lots of opportunities. If your departments are interested in doing something like that, we would love to work with you.

- **Comment:** Not to be cynical but this is terrific news. I mean this is ten years in the making. When we first started this process, we were capped. We weren't allowed to send more than 25 students a year to the Asia campus. We were worried about loss of revenue.
- **Question:** What is the cause for leaving those apartments?
- **Randy Answer:** The apartment right now is about \$1,800 a month. We are trying to talk about lowering that. So, we can get a block of rooms with November Stay. The students liked it. It was a new part of Song Do. Not that Song Do is new but there is new parts of town and new restaurants. It might be an option that we subsidize it to lower the cost. On campus it's \$1,200 for a double for the semester and for a single it's \$1,600. It's unbelievable compared to here. For 3 ½ months it's only \$1,200.
- **Comment:** For those numbers it doesn't include the ICE Minor. We spend half of a semester there every summer. This summer was 30 students.
- **Greg Comment:** That is a program that we have done and there are others who are now interested in doing programs similar to what we're talking about.

Back to slides:

- International Program
 - Classes to get foreign students more involved in Korean culture
 - Mandate if there is a foreign group, there are Korean students also involved to intermingle
- Tuition and Scholarships
 - Goal is to stay 83-85 per student ROI
 - Always do better in Fall than spring because of our recruitment cycle
 - Made 8.7 Million for Overall Students
 - 6% graduation rate
 - After sophomore year we are losing students
 - You cannot transfer to a Korean institution after Junior year

Open discussion:

- **Question:** When do most of the male students do their military service?
- **Randy Answer:** Most of the students do their military service in their sophomore or junior year. But we know when they return. So, in our longitudinal data we know who is leaving on that. But that's not who's leaving us. It's the women. We also know that the Koreans take a semester off so we have factored that in. After we added that in there. There are a bunch that are just not returning.
- **Question:** Do we know why?
- **Randy Answer:** One is wanting to go to a Korean institution. The thought process on that is if they graduate from there it's more likely that they are more likely to get a job in Korea. Korean institutions are a third of our cost. We are \$10,000 and Korean Universities are \$3,300 a semester. It is cheaper. But, the big one is jobs. The other one is lots of students don't want to come here. There is still the fear of going to the US. We require at 90 credits you have to go to the US. Lots of our students are saying they don't want to go to the US. Even though we are very clear coming in that you have to go.
- **Question:** Is there a need to do something actively engaging with these students to stay?

- **Randy Answer:** We are going to purpose this year for next year that we would love to do an academic success center. That's really talking about our resource center. What it's really about is retention. What is really happening? What are we doing, how do we build programs? Because we are doing lots and lots of programs. We don't think that's part of the reason why they are staying and not staying. The other thing we know as to why students are leaving is English. That they got the score to get in but the day-to-day grind of being in English is harder than they anticipated. Other places are building up academic resource centers that are tutoring and building up success coaches. They are building up doing early alerts with the new system that Chase has brought online. We're going to be able to do some early alerting, when we haven't been able to in the past. To let us know what is happening with the students so we can say in those meetings with them. "Well you're telling me everything is going well but your math grade isn't looking great. Let's talk about what's happening". I think real time data is going to change our ability to retain students and provide resources, support and structures around that experience.
- **Comment:** The notion I'm hearing is success center of something like that and cross training success coaches. We've talked through academic advising and I think the deployment of EAB where we couldn't get on the UAC campus is my understanding. EAB has assured us where as we make our way through phase 1 and into phase 2, phase 3 and Randy make sure you stay on us and I'll make sure you are all integrated into those conversations where we feel like we need to be part of it to that question of why? That larger question of the international students on the main campus. At the same time can we think about that 90-credit threshold as to whether that is negotiable and whether or not that would have impact on the retention of students on the UAC. Particularly if they sign something saying along the lines of particularly. I'll show up on the main campus in Salt Lake City when I pursue my master's degree. Right? And then you get that delay effect. In short term you have bought the retention piece knowing that they're going to show up in Salt Lake to do the Master's. Thinking creatively in that respect could be something for us to all walk through. Given what you all are seeing on the ground.
- **Florian Comment:** Something that I have seen with the interaction with our students is and I'm not sure how much we've lost in the amount of attrition, but, ringing the students here you know for the summer program is huge because, I was 16 when I left home and went abroad because I wanted to but I know there is a period where there is a part of you that is very much attached to home and social norms and that is much, much stronger than a career and trying to figure ourselves out here. The moment you bring them over here. Almost everybody says, "I had no idea how amazing this place is". So, you are sparking it. They don't have that because they are over there. So, once you bring them here and they spend a week or 2 here. Even the ones that were completely on track on going back to Korea maybe you will get some of them saying, "Oh there is a bigger world out here and I really like this place." And we have so much going on. I'm not sure and I know it's expensive as well.
- **Randy Answer:** We agree with that summer program. This one we will talk about this afternoon. That summer program, the bridge that between your freshman and sophomore year. First of all, it's a recruitment effort for us. We sell that and then it's also a retention. Your program, we are not seeing attrition with ECE.
- **Florian Comment:** The students will say, "wow your campus is so big and I had no idea you were doing all this." Show them the national park and they are sold.
- **Question:** My understanding is in BSMS. We have a lot of students that we are able to keep recruiting into our program because of that BSMS, but we're not able to offer that to international students, is my understanding?

- **Randy Answer:** Let's talk after because there is no rule at the university that says we can't do that. That's a department specific rule.
- **Question:** Isn't there an issue with our I19?
- **Randy Answer:** No, because there are 2 other programs that we were able to walk this through. CS is saying the same thing and we... It's a department thing.
- **Comment:** Someone was telling us before that our I19 was set up that our courses were for different degrees.
- **Randy Answer:** Nope. We can because we have other programs that do it. Not ours but we have other programs that do the BSMS. So, we have students that have done it. So, it's a department specific thing. Once you have an F1 there is no difference. You can do the program, do undergrad and grad and yeah.
- **Question:** That would be helpful for us and test us. Like, hey, now we can open up to the Master's and pull something together because I think that would be great.
- **Answer Randy:** Sell that and bring students here knowing that they're going because they come here for the last three anyway.
- **Comment:** In IS we do a lot of international students.
- **Randy Answer:** It was us that had the original conversation saying it isn't aloud, and we did all the research and it's a department or college specific regulation not a...
- **Comment:** Because I know all the departments are similar.
- **Comment:** Legally they have to graduate before they start their master's. You can accept them into the master's program already and they can take classes.
- **Comment:** So, the difference is? We do have some that do graduate but they are only able to retain through the graduate college with 6 credit hours but with the BSMS they can do 12 credit hours. That is a selling point for our students getting on scholarships.
- **Randy Comment:** So, you can't it's a department thing.
- **Comment:** Thank you, I will pursue that one.

Back to slides:

- Statistic Comparison - Department by Department
 - Psychology only has 10 incoming this coming fall, which is huge decrease
 - ECE also has a drop with incoming students
 - Must work with all the departments to bring up students
 - Will work on little things in different departments to engage with the students on a personal level

Open discussion:

- **Question:** Can I just ask is there any leading indicators as to why? I mean Psychology is one of the leading and one of the largest undergrads on the main campus. Do we know why we are losing seats?
- **Greg Answer:** We don't have evidence on why. One of the trends that we see that are increasing, are the active engagement with our faculty and students, primarily. And our second level is active engagement with our recruitment team. A short example is we see a short drop off here in film and then they immediately started working with recruitment and even little things. Once they get accepted, they make a little video with our chair. Those little small touches I think are a big deal. And this program that ECE is running. We can advertise that or even the film festival that we put on for film. Those are huge recruitments. Randy and I are committed

this year working closely with Psychology and Comm. Saying what we can do to help you engage more deeply on a personal level. Again, these numbers are so small that any little thing is going to cause a disruption. Or any little thing can cause a major increase as well.

Back to slides:

- Moving Forward
 - More SLC students to UAC
 - Global Leap a second section
 - Honors program
 - Opening Master's in Comm Fall of 2024
 - Closing down Master's in Public Health
 - We need to tighten up policy on a US standard
 - Putting a panel and have Koreans tell us. As a cultural perspective. How are we treating discrimination and harassment on a cultural level?
 - Still trying to respect Korean culture but still bringing in US values

Open discussion:

- **Question:** What does the quota process look like in terms of review and revision?
- **Randy Answer:** It's a minimum and a maximum. We have to meet this quota but we can't go over this quota. It's per program and it's per calendar year, not academic year. When you go for full quota review; which we have done, it's a pretty intensive process. So, what we have done for the last couple years, when we added the last few programs we did a quota modification. Which is where we are going to take some from Communications, Urban Ecology and Psychology and we were going to give it to the new programs and it just got approved. But when you were asking for an increase - we have to do multiple research projects to show that there is demand for that. We have to go above and show why we are increasing. That, and guarantee that we can meet those new needs.

Rob Muir- Financial Update

- Highlights of FY 2023 Results
 - Do not get income from the Korean government
 - Positive net income for the 7TH straight year
 - Cash balances remain strong - \$3.6 million
 - Rates have gone up considerably
 - Biggest change is salaries with adding the new faculty and staff
 - Travel was higher in 2023
- Historical Results
 - Started at \$551,000 in 2015 and is now \$8.3M in 2023
 - Main campus did have to invest in us but we were able to pay that back fully
- FY 24 Projections
 - 13.4% increase in our tuition
 - New staff means new investment
 - Marketing and recruitment going down
 - Depreciation of \$500,000 is a non-cash number

Open Discussion

- **Question:** Infrastructure? That would be coming out of this one?

- **Randy Answer:** No, we put all that on this year. So, that came out of reserve. Or course we had planned for that. We met 4 years ago and talked about it and we knew this year was going to be tight. We knew with bringing games and the 2 business programs in, we knew we were going to be using the reserves. We have been building up reserves for a couple of things. One, for the remodel. So, knowing that, we we're going to add this and we knew we had to do something. And the second is that we were going to have faculty before we had students in those classes and filling those classes. Games faculty and business faculty are expensive. Just playing that out we knew before those. To get to full capacity we are going to have to do something to pack and fill those. That's where you see that \$3.6 million that we have been putting in not touching and continuously putting in there for this year. Knowing this was going to be a tight year.
- **Comment:** When I look back at our original projections and 12 years ago. Our revenue was going to be like \$20 million. We also thought about year 5 or year 6 would be the cliff that we fell. That's when we thought we would lose our subsidies. When we thought they were going to be charging a whole lot more than they would for our utilities. We thought there would be significant rent charges.
- **Question:** Are those locked in?
- **Greg Answer:** For now, they are locked in. Sun Yi is actually doing all the hard work. They negotiated these graduated utilities feed. So, 10% the first year and then 15 and then 20. They will reassess after year 3. So, we just started. Next year is going to be our second year. Next year will be 15%.
- **Randy Answer:** Which is tiny. I mean it's 15% of the whole. So, the whole piece should be about \$780,000 were paying a tiny percent.
- **Question:** What should it be up to right now?
- **Greg Answer:** This is our 3rd year, so, they are going into renegotiations. But, Sun Yi has been really effective with man handling the IGC and talking them into not charging them anything.
- **Randy answer:** The other one that is also supposed to be in there is also all the maintenance to all of our apartments should be translated into that maintenance cost. We will see what happens with Sun Yi. Sun Yi also didn't pay their bill for 2 years. They said they were in negotiations so they just didn't pay it.
- **Greg Comment:** The other good thing that is happening is the Korean Won is really weak against the dollar right now. It's about 1,300 Won to the Dollar and when I got there in 2020 it was 1,100 Won to the dollar. We buy everything in KRW so, a million-dollar remodel is really only \$750,000 now versus what it was 2 years ago. Not that it made a huge decision but it had a benefit.
- **Randy Comment:** We are buying all new Mac computers brand new in KRW because they're cheaper over there.
- **Question:** Are you getting any pushback for having a \$3.6M cushion.
- **Randy Answer:** Not yet, we have that conversation with Louise pretty often on what are we allowed to have in a rainy-day fund. Now, my theory is if we started adding more and getting half of our operating expenses in the slush fund. Then we would be facing some back-lash.
- **Greg comment:** No one outside of this room knows that number.
- **Randy Comment:** Well the Korean government knows because we do the audit.
- **Comment:** Now, we keep part of that money in an account that has significant interest. Set aside from our operating account. Now they have access to that but, we as an organization are trying to keep those funds over here for a rainy day.
- **Greg Comment:** We always put place marks in the budget for \$2M for research investments. Well, all kind of investments because every time they sell, we've had a surplus in all the other universities who are running in deficit. They kept saying to us why? They never patted us on the

back for doing such a great job. Interestingly enough they have stopped asking us to stand on our own legs. Which has been great. Because, when I first got there the whole time the Korean government kept saying we need to be self-sustaining and we say well we are the only ones that are. Of the 4 we are the only ones standing on our own.

- **Comment:** I do think Randy that there is some upside to this budget because we have talked about all these programs of students coming and I'm not sure we factored in all that data.
- **Question:** But, what does it take to grow those programs and the salaries are going to be fixed? So, are we concerned? There isn't going to be a balance between salary and tuition?
- **Randy Answer:** When we brought the games major to Korea. We have been denied over 10 years going to certain high schools. Absolutely not we don't want to talk to you. Literally when we brought games. They were calling us and saying, could you come to our high school. The top High schools didn't want anything to do with us and now we are being invited in. Special only the University of Utah. You're the only ones going to be at the presentation. You are the only ones at the lunch that day. We think that we are going to see something different in recruitment that we haven't seen in 10 years.
- **Rob Answer:** I think our salary number reflects the investment that we are making bringing in the faculty right. So, I think that puts us on a plateau. Then as we have these students, we have room to grow. With the faculty in the budget.
- **Greg Answer:** The other thing we did with the Senior Vice President. We went through a needs analysis and looked at every class and where our empty seats are at. Then we are looking strategically on how do we fill those seats with Utah students for these semesters abroad.
- **Randy Answer:** We have the 90 from here coming in the Spring where I did not count them in my tuition.
- **Question:** In terms of market what is the market for faculty in games in terms of their salary?
- **Greg Answer:** They start at \$90,000, to get someone to come to Korea.
- **Randy Answer:** It's more than 90. I mean we have talked to the business school. \$120 to \$150,000 for the Business school faculty.
- **Question:** 2 quick questions. 1 relates to those field rights on those courses? We just want to ask about Psychology and Comm. We don't have enough seats on the main campus for psychology and comm so that complaining has been welcomed and appreciated on how we get more students to UAC.
- **Randy Answer:** That's where we would like to work with the departments on how do we do a rotation? So, the same thing is going to be true in games. In games were going to build that from that beginning that there is going in rotation and how do we offload that semesters from here to there? To fill. We have had advisors to talk about this in Psychology. Were just not getting the numbers for those programs to go. We've gotten them in our other areas. We would love that. That's part of our 'oomph' this year is to push through this year and see. What are we missing? What are we not doing?
- **Question:** Let's figure that out. Especially within EAB. I mean were doing that planning written large to try and figure that out. Where the fill rights are in all courses. And seeing UAC guys taking place within all courses. That is going to be critically important moving forward. Particularly the growth of majors and targeting the games as sort of leading the way as far as exponential growth. My other question is about Sun Yi. Are they being led out of Buffalo's campus?
- **Randy Answer:** The answer to that is, no. Truly they are a Korean institution at this point in time. So, the least connected here on campus. Their transcript has always had Sun Yi Korea, Sun Yi Stonybrook on their transcript and ours says University of Utah. Unless you know the 300

section is Korea. You have no idea where the class was taken. So, nowhere on their diploma says Korea on it.

- **Mike Question:** The only reason why I ask is because that the University of Buffalo which is now the flagship of Sun Yi has joined the University of innovation alliance. Within the last 6 months or so. So, were getting a lot of interest and questions from them about how we do things at the University of Utah. Just knowing that piece is helpful. As we engage with them.
- **Randy Answer:** Sun Yi wanted to be an independent in the Sun Yi system. So, it wasn't underneath Stonybrook. They wanted to be Sun Yi Korea as a stand-alone campus. Stonybrook wouldn't extend their A Bet accreditation. There were engineering problems.
- **Greg Question:** Did they get their accreditation back?
- **Randy Answer:** Jennifer wouldn't let them and we made sure we were imbedded.

Back to slides:

- Balance Sheet Highlights
 - Cash growth but went down slightly this year
 - Made significant capital expenditures
 - Did have a loan with the Korean Government but was paid back in 2020
- UAC is Financially Strong
 - Large SLC investments have been paid back
 - Invested \$2.1M in improvements and equipment over the last 4 years

Open discussion:

- **Question:** I'm not sure how this works. But, those capital investments are into the building and they are hard. We don't own that building. Does the Korean government make those capital investments or do they belong to us?
- **Randy Answer:** No, In the beginning they did do something for us. When we were doing the original remodels, they would actually help. With some of the original buying out of technology they did that. They stopped a long, long time ago and said, "You're on your own".
- **Question:** So, if we move buildings or god forbid the program doesn't go, it's a loss?
- **Randy Answer:** When we take over GMU's building we will get all of what they have already done. The building we would really like is the art building. There is a building on campus that is empty. We would love that building. It is great architecture, great flow. It's a cool building.
- **Question:** Where was that?
- **Randy Answer:** It's right next to Ghent. The empty rooms would be awesome lab rooms.
- **Comment:** Some of those capital expenditures we could take with us though. Like the computers.
- **Greg comment:** That is a good point Mike, I will work on that.
- **Randy Comment:** Every single piece of tech is the University of Utah's. We know what we bought and what has our name on it.
- **Rob Comment:** If we build a wall or paint it. We can't take that with so that is something to think about.
- **Question:** What is the IGC Capital investment? What does the next 5 years look like?
- **Greg Answer:** They're building faculty housing which will be done in 2024. The new student housing will be done in 2025. They're continuing talking about bringing in 5 new universities.
- **Question:** Do you have any idea of who?
- **Greg Answer:** I met with Syracuse but when you say to them; "You have to do your 4th year on home campus." Syracuse tuition is \$50,000 per semester. You'll never get a Korean to go there

when the University of Utah tuition is cheaper. When I met with them, they weren't all that interested. Everything else, they have been keeping really quiet. The act as Commissioner is running for Incheon City Mayor. He wants this to be part of his portfolio. The problem is they only want to get the top 10 schools worldwide. So, I'm not too concerned with too many new universities coming.

- **Comment:** The interest and the part of the universities. When the Korean government go in there, they are irrational. Let's go talk to these other universities that are going to charge \$50,000.
- **Greg Answer:** Really the only other thing they are working on is housing which is what they desperately need.
- **Randy Answer:** We can tell you what they need to invest in and what they don't. And they need to invest in is, deferred maintenance costs. We have pulled so many housing rooms off line right now due to deferred maintenance. The main conversation Greg and I are going to have is maintaining what we already have because it just keeps falling apart. So, if they were to put all the housing rooms back online we would not have the housing crunch that we have. There are full floors offline due to deferred maintenance. There are about 800 rooms that are offline.

Robert Payne – Legal Matters

- No Major legal issues for the Utah Asia Campus
- Routine ongoing legal advice
 - HR advice
 - Administrator and faculty contracts
 - Employee performance issues
 - There were dicey years in the beginning
 - Student behavioral concerns
 - Just work on routine and maintenance of the NPO corporate structure
 - Legal considerations of adding of new programs

Open Discussion:

- **Question:** Going back to this issue of losing students after their sophomore year and potentially part of that being, they don't want to come to SLC. They can't argue they can't get a job. Your data shows that our graduates have better success on getting jobs than Korean universities. I wonder if it isn't looking at the 4th year here and paying international tuition. We have had one donor in the past who donated money to support scholarships to come here for their 4th year. Any thoughts how we can build that donor base to help pay for at least their year here.
- **Question:** I know that with scholarships. Has there been funding even asked for?
- **Randy Answer:** I will tell you a couple things. One, we have fund money on the table every semester. We do not have enough students to apply for all the money that we give away.
- **Question:** Maybe it's communication. When they came here, they're like, "I don't have any money."
- **Randy Answer:** We won \$10,000 so they all want that one. They all got like, \$500, \$1,000 a semester. Every single one of them got something. If they applied. Now if they didn't apply that is on them. Every single person who applied for a SLC bound scholarship got it.
- **Question:** Now is this with just one semester?
- **Randy Answer:** No, that was with both semesters. ECE students carried forward one of their semesters of their scholarships. They get 6 semesters and they carried it over to the SLC campus.

- **Question:** So, they only get one?
- **Randy Answer:** They only get one but if they are a SLC bound, ECE students, they get 3 semesters.
- **Question:** They just need to apply there and they can apply again?
- **Randy Answer:** They apply before they come so if they're coming over, they apply. Now if they are really struggling, they can contact us and we have other resources. Even for our Inspire scholarships we don't have enough people applying. Because of the requirements for the ECE students they get additional scholarships.
- **Chase Question:** I'm just floating the idea here. Money on the table it is the same kind of principle with like, completion or graduation. Which I'm advocating for is that we stop asking students to apply for graduation and tell them they are graduating. The same can be done with financial aid. If there is money on the table, we sort the students and say, "You meet all the things. We don't want you to apply. Here is the money go." It shifts the burden considerably and you're left with no money sitting on the table. So, the student isn't applying 2 or 3 times. Once in-home country and then another time when they get to the states. I know that that is a considerable shift in practice not just on the UAC but on the University of Utah as well. But I have seen it work. Where it begins to say to the student, 'We are invested in you'. You don't even have to apply for this scholarship. The money is on your account and if it is the issue of retention coming out of the second year or into the second year. Wherever the retention is. Telling them that ahead of time. That the money is already going to be there. It is already applied, stay with us.
- **Comment:** I was going to suggest that. Then they know. That in 2 years I'm going to have that scholarship. I think that would create less stress for them.
- **Comment:** I'm going to repeat. I know that is a considerable shift in a practice.
- **Randy comment:** I'll be honest with you; the issue we would run into is with Korea, they don't have FAFSA. Are they going to fill out a "fake" FAFSA? We still have to hand calculate all those students. I mean, we can look at it.
- **Question:** I mean there is about 25 students. Is there enough money for all of them or?
- **Randy Answer:** If we funded all of them, they would all only get \$500. Versus we have got some of them getting \$10,000. We have some in there that are getting \$500 or \$1,000. And the tens that are in there, are financially really needy.
- **Question:** And do you know all of those that are being retained? Is it a performance based?
- **Randy Answer:** Well we can tell you easily, yes. If they don't pass a certain class then they don't get. If they are a SC student here they can switch and be an EC. But we don't have SC there so they can't switch. We don't want SC there for a bunch of reasons. So, if they don't want to switch then they drop out. The other potential switch could be games. We also look into if they come in as a game major. We also know a bunch of those majors also flip out and go to film. What's going to happen if they don't make it in games? As we get more well-rounded and the campus is offering more options, we won't lose those students.
- **Greg Comment:** I think we should look into what Chris said and look into seeing if there is a way to endow some scholarships or some name scholarships. I think it would add some prestige a little bit and some certainty for future right? Saying if you do. You can apply for whatever and whatever scholarship. The other problem we are having to sort through is how do we get that comfortableness with the language? We have invested in the learning center and the writing center and the language lab and others. I think for many of the students they just underestimate what that feels like.
- **Chase Question:** It's the lack of academic English is my understanding?

- **Randy Answer:** Yes, and as a requirement if you were in the writing 1050. You are now mandated to do the English language lab.
- **Comment:** I try to work with the international students a lot and what we found here that used to help was having the EAS classes. Where they were getting the education but still working on their language.
- **Randy Answer:** Yes, we have those. When we test, we have our English proficiency test and at the start of the semester we have a writing placement exam for every student. That puts you into either EAS, 1050, writing 1010 or writing 2010. And then we do that and if you are in that 1050 we have additional resources we pile on you. Where we find that we are struggling the most is the verbal nuances. And the amount we require students to talk in class is also hard.
- **Greg Question:** Chris, if you have strategies or other ideas that you have or people we can talk with or meet with that can help develop or cultivate a relationship with. When you talked about the empathy toward globalism and when you go overseas and experience that as an expat. I think there is a level of apathy that is different for those who have never had that opportunity. That struck me as maybe. I have had the experience as everybody else and part of the reason why.
- **Question:** Have you worked with development at all? To find either, Koreans living or Alumni living in the US? It's always a struggle in Korea because that culture of giving doesn't exist but those Koreans that have put roots down here have a different perspective. And then other international or non-Korean students that have the international bent. That would see the value of being a global citizen. Would they be willing to donate? To create a scholarship?
- **Comment:** You were able to identify the students at higher risk coming in. You can look at their high school GPA. And I know the college has done a good job in that development of having some scholarships that are based on those needs. Are they first-generation, are they in those higher risk kinds of categories and then doing a renewable scholarship for them over the 4 years. That may be a way to retain some of them that have these higher risk factors. But they still have to keep a minimum score to keep that scholarship and maybe that will help retain it too.
- **Greg Comment:** The other place we can build is looking into a scholarship for non-Korean, non-US students so if we are recruiting in places like the Philippines its more expensive or we're getting a lot of students from Mongolia surprisingly. Having a support structure for them places not just coming out of the tuition as well. That might be a little more global aspect.
- **Comment:** I think those renewable scholarships push them to perform a little bit more.
- **Randy Comment:** All of our scholarships are renewable. They are given to you for six semesters and you have to maintain a 2.5 GPA. We're not asking for much. I think the problem is when we give the student \$1,000 they kind of blow it off. Cause they are disappointed they didn't get a \$10,000 scholarship. Most of the data says that financing is not really the issue of them leaving us. It is, is this the place for me? and it's English. Saying, this is harder than I thought it was going to be or my parents wanted me to be in electrical computer engineering and I just don't like it.
- **Comment:** Another thought would be pairing them with students that are pretty active with us. I have thought about expanding our program. We have a good grouping of students there that would be a peer mentor because their class is at the same time.
- **Randy Comment:** We could have them paired or coached and then that would mask the thing of their English not being so good. It would umbrella and help with "saving face" aspect, there would be a lot of the times we would have tutoring and nobody would show up.
- **Comment:** There would be a lot of times I would have helping sessions paired on to my classes for the people who were too embarrassed to get a tutor.

- **Question:** After Su Wong Kim passed away. Have we gotten in touch with Yung Kim at Som Yung to possibly see if he was interested in getting a scholarship in Su Wong's honor? That's pretty deep pockets right there.
- **Randy Answer:** Not that I'm aware of.
- **Chong Answer:** We can reach out through the Alumni association. There are several people who are very strong financially and we can make the scholarships under Su Wong Kim's name or in somebody's name.

Cheri Daily – Brand Awareness

- Our Goal
 - That every member of our University of Utah community knows 3 things
 - We have a campus in Korea
 - It's open to everyone
 - What opportunities exist there
 - Evolve as we move forward
- How are we getting there?
 - U Asia Marketing Working Group
 - Coordinated approach
 - Consistent messaging
 - Considering multiple audiences
 - Monthly meetings
 - Website revamp
 - Advising and outreach
 - Sharing Stories and PR
 - Social Media Coordination @utahasiacampus
 - Story Development
 - Outreach and Recruiting
 - Coordinated Event Planning and Promotion
 - KCON
 - International Education Week
 - Commencement
 - Bopsim (CupBop Korean Culture Collaboration)
 - Red Rocks South Korea Showcase
- Randy Comment: The partnership with CupBop has allowed us to put coupons on every single one of their cups so they advertise for University of Utah Asia Campus. Every new restaurant that opens we will be part of the new branding of CupBop.
- Successful Marketing
 - Website revamp
 - Advising and Outreach
 - Sharing Stories and PR
 - Have gotten 18,454,544 Impressions
 - June 2023: 3,557 Followers
 - Reached 36,115 people
 - Year/year increase of 50,015%
 - Social Media @utahasiacampus
- What we're hearing
 - Success
 - Far greater awareness that U Asia Campus exists

- Excitement about the specific location
 - “Small school feel” within the University
 - Opportunities
 - Don’t have specific majors
 - Assumption it is more expensive
 - Unclear that the classes are taught in English
- Project Spotlight
 - International Education Week 2022
 - Dance competition winners got to take the Asia Campus letterman Jackets
 - Gymnastics showcase in Korea
 - Student mobility meets high visibility
- Next Steps
 - Introducing U Asia Campus to new U students
 - It’s open to everyone
 - Continue to participate in community partnerships to advertise U Asia Campus
 - Reach students earlier in academic career so they can plan to attend
 - What Opportunities exist there
 - Increase clarity within U admin units, faculty, advisors about the opportunity, process, and requirements of attending

Open Discussion:

- **Question:** Are you guys here in Salt Lake or are you on the South Korean side?
- **Cheri Answer:** We are here. This is our office.
- **Question:** How does it all get met for the student of the Salt Lake City side who wants to go to the U Asia Campus? They go into what office?
- **Randy Answer:** Right now, they go through Learning Abroad. Up through the fall semester they go through Learning Abroad. They pay a \$500-dollar fee and fill out applications and they get to go. We’re in the process of hiring someone who will be in this office who will manage it from now on. Instead of it going through Learning Abroad it will go through a transition where it will be a \$100-dollar or \$150-dollar fee that is part of that so we don’t have to go through Learning Abroad. It is better that we manage it here rather than Learning Abroad and there are a couple reasons for that. One being is: it’s a big case load for Learning Abroad and you’re not really going abroad. You are, but you’re not. We are struggling with that concept. Then the \$500 dollars that you have to pay. If you are a UAC student, you pay nothing. You come here for a semester, you want to go back. There are no fees for that. We have to answer to the fact. Why are we charging one to go but not the other? It’s because it is the same University of system.
- **Question:** We have our major there and I want our undergrads to go there and so far, they haven’t. I know we have students going with Learning Abroad but I just want to know how to find it for them?
- **Randy Answer:** We’re working with your advisor on how to promote this in the advising sessions and Ben, to your right, is our new assistant Director of Recruitment, and he is based here in Salt Lake. Part of his portfolio is meeting with you all to talk about it. Can he come to your events? Can he table at whatever you have going on in Utah that you want us to come to? Then he calls the students and says, “Here’s what we have available for you.”
- **Question:** We have like an orientation but we do it for the whole college. Of all the undergrads that want to go. Maybe the designs students want to go?
- **Randy Answer:** Then what we found really successful is then if we can talk about how we promote this off of your experience? Maybe this generation is way better for it. So, if we package deals where

we say. You can have Fall here Spring there. You may need to take a class and can attend the class there. We think that's where we're going to see much bigger success rates in the future.

- **Cheri Comment:** Plus, you got the UN Office there that is very focused on it.
- **Comment:** I'm aware of all the parts. I'm just trying to think of how to integrate them? Our advisors are pretty small tier. It is tripping on our side too.
- **Randy Answer:** That's how we help you and then with these two new positions with Ben and then the new one is how we help build that so it's easy for students to go. Making it as seamless as possible.
- **Question:** Have we talked with the residency about out-of-state students paying instate tuition for the Asia Campus?
- **Randy Answer:** We talked to residency and they agreed that going to Korea would be considered residency. We actually have UAC graduates that are working in that office now.
- **Question:** In pre-admission are we talking about before the application? And how are we talking about it?
- **Randy Answer:** That's how we get all of our LEAP Students. LEAP and Honors are doing it. Now, when they send out their acceptance letters it says, you have been admitted to the Honors college and in the video, it says now she has the opportunity to go to the Korea campus. We are embedding more in the Welcome videos and working with admissions to talk to the high school students about this as an option. That's Ben's whole thing is to not just get the 3+1's that come to us as direct admits but then also say look, 'if you want to come during your course of study. How easy is it?' and it's going to be a simple process to go back and forth between the two campuses. The best sell for us is going to be the program specific. You enroll in this. You're here, you're here, then the corporate follow up. If we have done more of those, we could get more students to go. The one offset I think is the intentional sophomore year experience, second year freshman year experience. Those new high school students coming in that know they are going to go. I think that's where we're going to see that expand.
- **Question:** I was just curious about housing for students when they go to Korea and then come back here. If that's a problem
- **Randy Answer:** We work with housing and tell them an idea of how many we expect so they're also apart of early registration process. As long as our students meet our enrollment process then they have housing. If they're not then we can hold rooms. But the numbers for the upper-classman are tiny.
- **Randy Closing Statements/Concerns:** We are planning a year in advance for all of our semesters. We are going to be asking for stuff from you for next spring, fall. We know there are not specialty programs that run in the summer, but we are going to be asking for the programs that will be running next year. Then planning it out that way.
- **Question:** For summer, what is the demand for programs because we have classes for gen-ed but then my instructor is saying well we just talked about it. Then I say well I don't know what you can teach in the summer then. Is it their job to serve the other programs or? Or how do we navigate that?
- **Randy Answer:** When Film offers a gen 1850 to fill. That gets filled. We are over capacity. When we are only offering an elective then there are only 1 or 2 students in it. But when we offer that core that is going to meet the core even if they offer it in the spring. Yours is a little different in terms of the numbers. In terms of how many students we have. But when we do that, they fill. When we open a new class in Korea even if it is a core class. We get maybe 7 and then they fill the semester after that. If we streamline it a year in advance it will help us plan it because there is too much to do, to plan it a semester in advance. We're going to drive that by getting that data, enrollment, and meeting the core classes.

- **Randy:** Just so everyone knows we are adding a new math professor because the other 2 are at capacity. If they fail 1050 then when they have to take it again, they have to take it from the same professor and it just isn't working. The math teachers have also said that they want another person to teach just so the students get a different experience. Then we will also be adding another writing teacher because we are at full capacity.
- **Greg:** One of the things we are deemed on is our faculty quota. We hire too many domestic faculties we need to hire more global faculty. We can stand to improve on that.
- **Greg:** One of the things we are going to expand on is our graduate programs. Before they were ranked independent and apart from our system. It just didn't work, so what we decided to do was create a program that fit into our traditional program. We are starting a Comm Graduate program in Fall of 2024. We have a lot of potential programs. Maybe journalism, to create a program to lead you into a job then to a PhD. To bring a lab heavy degree would be a challenge because we don't have enough lab space.
- **Randy:** We are renting a Comm Director for the Comm Graduate program for a year and a half. Then when we get that up and running, we will hire someone to take that role in Korea at the Asia Campus. Recruitment will work with our undergrad recruiters. Then we will hire a potential faculty member or use a current one to teach in that program. Then, when students do a thesis, we will have to obtain a faculty member here to serve on committees here per graduate school policy right now. The goal would be to hire a director. In Korea we don't have tenure licensing right now. Obviously, the department is not going to give us a tenure line for filling that position. So, we will be relying on the department to give us tenure faculties for that.
- **Greg:** With the assumption that we can build a model where you can hire tenure track lines in Korea. Where we won't rely on campus to give us, we can hire them in Korea. They belong to the department but they are tenured in Asia Campus.
- **Mike:** Be extremely careful with that one. I can show you the slide I showed the trustees. Essentially the agreement is that there would be no faculty employed or tenured by the Asia Campus at any time. That is a specific requirement of the approval of a trustee. They can send a tenured faculty there but they are tenured in the department.
- **Florian:** I would think this is out of the concern of Utah tax laws. If you could go in and say this is Korean tax payer money that is provided to fund this program. It is important to be aware of that.
- **Mike:** That actually came from the faculty senate. That all faculty at the University of Utah Asia campus must be University of Utah faculty. Which means they cannot be assigned to the Asia campus. They can be assigned to a department they can work at the Asia campus. It is a location but they cannot be appointed or tenured or tenure track through Asia campus.
- **Greg:** All of these things we can revisit and need to discuss.
- **Mike:** Well, that's a department call. If the college says we are going to go ahead and do that just know and hope that someone doesn't pull that slide.
- **Chris:** I read all the searches from here so, it's mostly (inaudible department name) faculty on the search committee. It really just comes down to who's paying for it. We could still run that faculty and have our RBT procedure and hold them to our standards. We would just need some kind of agreement that the money for the position is coming from us.
- **Mike:** That is not a problem.
- **Greg:** Then the question would be. In the worst-case scenario if the program goes away. What happens to that person. We would need to put language in there.
- **Chris:** It would be the tenured line to that individual from the department. I think it's doable. I think you should do it. But I think you would have to navigate these waters pretty careful.

- **Greg:** This has been part of the last year. We have been asking these questions to everybody trying to get their perspective on it. A year ago, we weren't even sure we would want to have this conversation at all.
- **Mike:** We did try for a grant from public health to go over there but, that didn't work either. The department faculty said they didn't want them over there because they want to monitor them.
- **Greg:** We don't have the Infrastructure over there right now any way.
- **Mike:** That doesn't mean it can't be revisited, but it might create a reeling twist in faculty-to-faculty senate. That it would be, wait a minute hold on. You're going to tenure someone in Asia? That does not make them a U of U faculty member. I would say that was probably the most pretentious discussions on getting the UAC approved. That was a biggie.
- **Florian:** I think the different departments are getting protective and saying. If this is a person who is getting a life-long salary, we want to make sure is this yes or no? If this is on somebody else's dime somewhere else what do I care.
- **Mike:** I can just say that the trustees said, 'Absolutely must be University of Utah faculty,' who can't tenure them as an Asia campus faculty only.
- **Greg:** I might be misunderstanding here. So, University of Utah faculty cannot be tenured at the Asia campus?
- **Marlene:** I guess we can go through the vetting and follow our same department processes but they can be appointed with the caveat in the actual agreement if the funding is no longer there, they can't stay.
- **Florian:** With all the Korean line faculty and being a well-run organization. I often feel that the Korean line faculty on the teaching side is almost more tenured than the tenured direct line. I mean obviously it is hard to find really good teachers that are willing to work at the U Asia campus. As far as I've seen, we have been lucky. So, as long as they do a job. You would never dream of vetting in your control. It may be a little bit more theoretical. But the discussion will come with the graduate program.
- **Greg:** I think it is a little bit mission driven as well. One of things that we have done is the undergraduate research program. We're investing in that and while our current faculty are supervising those, with some small exceptions, there is not an expectation that our faculty is research trained as career lined folks. We're asking them to teach 7 classes this semester. If we want to lift our research portfolio on the Asia campus. Having tenured track faculty there supports that part of the mission as well. I think there are a couple of reasons we want to do it.
- **Mike:** I don't really think this is just a graduate issue. The question came up. Why do you not have tenured faculty in your undergraduate program. Is the answer still no? The question is why do you have it in graduate but not undergraduate. Undergraduates are entitled to have tenured track faculty teaching them.
- **Greg:** We can envision that too.
- **Mike:** You open up a kind of can of worms when you get into this. It gets back into the issue of who is the University of Utah and who is not. It can be a bit tenuous.
- **Greg:** I'm going to ask the question to Rob. What are the legal issues that are going to come up if we try to set up tenure on this campus? Where funding is not guaranteed from the home campus.
- **Rob:** I guess someone else from our office could answer you better. I'm not sure I see a huge distinction. I mean we already have faculty that are appointed through the main campus because they have to be. The contract recognizes with them that Korea is where they teach and if somehow that goes away, then I'm not entirely sure this is a legal reason why. We want to look carefully at the policies but I'm not seeing a legal reason why we couldn't essentially say anything with the respect with the tenures. In other words. The senate may have its own views and the trustees may say no. It's a matter of practice but, from a legal stand point I don't know why we couldn't say. Our

departments here on the main campus were going to take you through a normal tenure process so we have to be convinced that you merit tenure. But you are still that person at the Utah Asia campus. So, as long as that program is there and as long as we continue to teach it and you know that is fine but, there is no expectation.

- **Mike:** The issue wasn't whether it was legal or not. The issue of the contract of a tenured faculty member never came up. The issue was, what is the process you are using. To hire and to tenure this person and it must be at the University of Utah. It was, you can't be tenured at the Asian campus period.
- **Randy:** So that if your job goes away at Utah Asia campus you would just have to come back to main campus, right?
- **Mike:** Right, you would have to come back.
- **Greg:** So, a faculty member at the University of Utah who is tenured in, Engineering. What is the guarantee for that individual after they're tenured as far as salary?
- **Mike:** That is the issue that is being raised now. It never came up in the discussions to approve the campus but, now it is an issue. Because if we're talking about and then they're on a limited contract. Is that legal? I think that is what you're raising. And I think that is exactly right. That issue never came up.
- **Greg:** Why would they be on a limited contract?
- **Mike:** Because you don't have anyone paying for it.
- **Greg:** Okay, I see what you're saying.
- **Florian:** If that department is dissolved because it is unable to stand on its own. Then the tenure is gone. What happens is when redaction is in force, it falls. First thing that goes is the staff. So, it goes down and at that point if you don't have money to pay for the tenured faculty, then that escalates to the college. Then someone can either say, 'we are going to back fill for some of this' or 'we are going to dissolve you. You are all fired. You can apply to a new job.'
- **Greg:** If we're going to build a graduate program in the future. We need to solve this problem. Another issue bringing tenured faculty is getting someone who is teaching less, but making more money and we also have to look at that as well. We can put in the contract that if you took on a leadership role that you could have less teaching hours. It needs to be written though.
- **Greg:** We want to strengthen and then grow. We have time to talk about it.
- **Question:** Why do you want to have master's degrees on UAC? Why not do 3+2's with the main campus?
- **Randy:** We can do those if on-campus has them. We can't create a new one so the program has to create it. Psychology has 3+2. The BSMS is a potential one. So, if they have them, then absolutely.
- **Greg:** One of the reasons that social work died was because it wasn't a licensed degree. We once asked the question. There must not be any social workers in this country because our degree is failing.
- **Mike:** Is that a potential interface for your program?
- **Greg:** Yes
- **Randy:** We have talk about bringing the MSW in, not just the undergrad. There is potential. Weren't we discussing that social work here is highly Korean? Because a lot of Korean Alumni go into social work. There is a large Korean population that did their Master's degree in social work here. Which is why they thought it was going to work with the undergrad level because it does work at the grad level. Again, life psychology goes into social work. You need a Master's degree to get the license to get hired and then you can get the PhD in Psychology.
- **Mike:** I think that is a great idea. You should market it that way.

Greg- Last on the list

- Funding Model: \$60,000 per program
- We gave marketing \$10,000 to use for a specific program
- Growing and maintaining your department
- How do we take that money to build and strengthen our program?
 - Some of the money is using it for travel to the Korean campus and paying for faculty.
- Every other year \$4,000 to have the board come and visit there
- Really good participation at the executive committee and very well attended by the departments
- 10-year anniversary in 2024!
 - Special invitations
 - Waiting for football schedule
 - September or October
- Francis wants to evaluate the faculty at UAC -wants to streamline the process so it is the same
 - Faculty to fill out once a year
 - Offered to go to classrooms but nobody took him up on it
 - Observation from someone who is not in your discipline
 - Will share form electronically