

**UNIVERSITY COMMITTEE ON INTERNATIONAL EDUCATION  
TELECONFERENCE MINUTES – MARCH 11, 2010**

**Present:** Errol Lobo (chair-UCSF), Kalju Kahn (UCSB), Guanshui Xu (UCR Alternate), Olga, Katharya Um (CCD Chair), Cristian Rici (UCM), John Haviland (UCSD), Phil Rogoway (UCD), Debra Lewis, Gary Matkin (UCI Alternate), Paulo Monteiro (UCB), Michael Cowan, and Todd Giedt (analyst)

**I. Chair's Announcements – Chair Lobo**

*Chair Lobo did not have any announcements.*

**II. Consent Calendar**

- A. Approval of the Agenda
- B. Approval of the Draft UCIE Minutes from the November 5, 2009 Minutes
- C. Proposed Formal Review Program calendar, 2010-11: China, Korea, Australia, and New Zealand

**ACTION: The agenda and the minutes were approved; the proposed formal review program calendar was moved to new business.**

**III. EAP Director's Report – UOEAP Director Michael Cowan**

**REPORT:** UOEAP is beginning the recruitment for six new Study Center Directors (SCDs) for 2011-13: in China, Spain, France, Egypt, Mexico (one semester) and Chile/Argentina. They will be advertised within the next month in a more site-specific manner than has been the practice in the past. At the May UCIE meeting, Director Cowan will bring forward a proposal to streamline the process for the recruitment and selection of SCDs. He also noted that the next EAP Governing Committee meeting is being scheduled for late March/early April, along with another meeting being planned for May. The EAP budget for 2010-11 will also be presented Governing Committee meeting in May, when UOEAP will have a clearer picture on its likely revenue from FTEs. The budget is being based on a couple of assumptions: 1) A slightly higher headcount and student FTEs than this year; and 2) absorption of a \$1.1M loss in General Funds.

Director Cowan also updated the committee on three programs in jeopardy—Hungary, Russia, and Siena:

- **Hungary:** Despite efforts by UOEAP and others to recruit students for the program, UOEAP is closing the Hungary program as of the 2010-11 academic year. That program would have needed 25.5 FTEs to break even; at best, there would only be 15 or 16 FTEs. This translates into an approximate \$70,000 loss. Hungary was a self-construct program, as opposed to a reciprocal program, which meant that UOEAP had to expend a certain amount of money per student (e.g., no direct exchanges). There are also transitional costs associated with this closure; UOEAP has informed the students and is currently working with them to find alternate programs for them. A third-party provider, which operates in Hungary, is also being approached as an alternative for these students.
- **Russia:** UOEAP remains committed to the Russia program for the coming academic year, even if that means some subsidization of the program. For Russia, approximately 19 FTEs

are necessary to break-even (35 semester students). The anticipated enrollment is only 25 semester students at best, which represents a \$40-50,000 deficit. With this deficit in mind, it is imperative that UOEAP moves forward in planning for alternatives to the Russia program as soon as possible.

- **Siena:** The Siena 2010 summer program should have approximately 70 students, which is more than sufficient to move forward with it. At this point, the 2010 fall program also looks good with an anticipated enrollment in the low 60s. The status of the 2011 spring program, however, is still unknown. Overall, UOEAP has come to the conclusion that keeping the program in Siena is not viable due to its high costs, despite its popularity. Towards that end, UOEAP is actively investigating alternatives, with a likely move to Florence, in 2011-12. A proposal will be ready for UCIE's May meeting.

**DISCUSSION:** Members asked if the Hungary program is a permanent closure. Director Cowan said that UOEAP could technically reopen the program at some future date, but currently there does not seem to be sufficient student demand for the program to make it financially viable. Before closing the program, UOEAP approached Rutgers University regarding a possible joint venture to increase enrollments, but this proved fruitless, as Rutgers would only be able to send one to two students. With respect to Russia, one member remarked that CIEE may be one possible alternative. Director Cowan responded that the Regional Director is now actively exploring a number of options with UC faculty, who have expertise on Russia. These options will be submitted to UCIE at its May meeting. Regarding Siena, members asked Director Cowan to elaborate on exactly why it is not viable. He responded that the administrative costs are simply too high (e.g., a resident director along with a large number of staff). In addition, Siena suffers from diseconomies of scale in terms of the numbers of Italian courses it offers (the more advanced Italian courses in the program have very small enrollments). This resulted in an overall student to faculty ratio is too low. He said that UOEAP has reduced the number of staff and their salaries, as well as the instructors' salaries (which had been above market), but the anticipated revenue still does not cover the costs. While the current resident director will be drafting an economic proposal for a possible Florence program, the final decision will be made by UOEAP, in consultation with UCIE, and will not rely solely on the current director's recommendation. With respect to a move to Florence, UOEAP is not considering a stand-alone program, and would engage in a joint venture with one of three partners that are currently being considered.

#### **IV. Programmatic Informational Items**

##### **A. Japan Reorganization Work Group**

**ISSUE:** UOEAP proposes to continue the consolidation/simplification of its complex Japan program options and locations. Currently, EAP retains relationships with eleven universities in Japan, and has multiple locations within and well beyond Tokyo. There are several programs with extremely low student numbers due to limitations imposed by the partner university, as well as competing EAP programs that offer similar program options for students. There is also an existing exchange imbalance, which could potentially cost UOEAP money if UOEAP were forced to pay it off. Therefore, UOEAP plans to constitute an UC faculty Japan Reorganization Working Group to examine EAP options in Japan.

## **B. Proposed EAP Collaboration with CIEE in Tanzania**

**ISSUE:** UOEAP advised UCIE in May 2009 of its interest in collaborating with the Council on International Exchange (CIEE) in select locations in order to utilize shared resources to replace or sustain existing EAP programs and/or create new low-cost, low-risk programs of high academic quality. Given the suspension of the UKZN Durban EAP program for safety reasons in 2007, and UOEAP's recent decision, in consultation with UCIE, to place UKZN Pietermaritzburg EAP on "watch" status because of the rising cost of running that program, UOEAP is examining CIEE programs in Africa to provide alternative opportunities for EAP students displaced from UKZN. Of particular interest is the CIEE program, which emphasizes development studies at the University of Dar Es Salaam in Tanzania. Students in that program would be able take both regular university courses and a CIEE-developed course. This program would provide a venue for UC students displaced from the possible dissolution of the UKZN Pietermaritzburg option as early as spring or fall 2011, and also provide an attractive thematic option for students throughout UC with interests in development studies. UOEAP is evaluating the establishment of a three-year pilot program there. Towards that end, a final proposal for such a pilot program might be submitted in May. An Africa Advisory Committee has been set up, which includes a number of UC faculty Africanists, to look at EAP's presence in Africa.

**DISCUSSION:** It was mentioned that UOEAP should be mindful of site-specific program quality issues (as opposed to the overall programmatic reputation of certain third-party providers) when entering into agreements with third-party providers.

## **C. EAP Program in Istanbul, Turkey**

**ISSUE:** Director Cowan remarked that for a variety of reasons, EAP needs to expand its opportunities in the Middle East. While EAP has existing programs in the Middle East, they are not optimally located. Towards that end, UOEAP has been exploring study options in Istanbul, Turkey, with a special emphasis on academic quality, administrative complexity, and cost. The Regional Director is undertaking a site visit in March to investigate the two most promising institutions, Bogazici University and Koç University.

## **V. EAP Governing Committee & the UOEAP Director Search Update**

**REPORT:** Chair Lobo reported that not all of his, or UCIE's recommendations, for the job description were adopted. Specifically, he mentioned his misgivings that the job description did not sufficiently stress the need for an academic, but unfortunately this description has been sent out. UCOP has also contracted the services of a search firm to assist UCOP with the search. The firm's representative will be contacting individual members of the EAP Governing Committee. The Academic Council has formally suggested that the Chair or Vice Chair of the Academic Council "co-chair" the EAP Governing Committee; it was unknown whether Provost Pitts has accepted this suggestion. The Senate will also be asked to name at least three members on the EAP Director Search Committee.

**DISCUSSION:** Chair Lobo urged members to submit names if they know of anyone who is interested in this position. Members were interested in finding out where the money for the search firm is coming from; concerns were expressed that this money may be taken out of the EAP budget. The CCD representative also asked for a clearer articulation of exactly what the

EAP fees entail, including the specific implications for reciprocity students. There is a need to have something in writing in part to calm students' concerns.

**ACTION: CCD representative Khatharya Um will send UCIE a request for further information regarding the details of the EAP fee; Analyst Todd Giedt will ask if John Haviland can attend the next Governing Committee meeting.**

## **VI. New Business**

### **A. UCIE Request to UOEAP regarding Study Center Director Position Eliminations and Study Center Closures**

**ISSUE:** Members agreed to officially ask for the following list: the Study Centers closed, the Study Director positions eliminated in the past four years, EAP programs closed in the past five years, and the agreements with partner universities terminated in the past five years. Funding and numbers per program for the past five years were also requested, along with student numbers per program for the past five years. This request originated out the San Diego Committee on International Education.

**ACTION: Analyst Todd Giedt will ask Director Cowan for this information.**

### **B. Proposed Formal Review Program calendar 2010-11: China, Korea, Australia, and New Zealand**

**ISSUE:** The ten-year formal reviews for Korea, Australia, and New Zealand are overdue. UOEAP is proposing that these formal reviews be non-site reviews (for financial reasons). Even though they are useful, on-site reviews cost significant amounts of money. UOEAP will bring forward a slate of proposed member to these review committees for the May meeting.

**DISCUSSION:** One member poised the possibility of simply not doing these reviews at all next year, and instead waiting until resources are available to do proper on-site reviews. Director Cowan responded that UCIE may want to look at the whole structure of the review process, and may want to move away from the traditional ten-year review cycle and depend on more regular, ongoing, and systematic, yet shorter reviews. Rather than examining very specific details of specific programs at partner universities, Director Cowan added that he is in favor of changing these reviews so that they ask key questions about the host-institution(s): Do they have robust processes by which they review their own programs? Do they have robust processes by which they hire and review their own faculty? Do they have robust course evaluation processes? Do they have robust student support structure(s) and services (for EAP students)? He offered to draft a white paper on this topic for the May meeting. For these reviews (China, Korea, Australia, and New Zealand), the committee might want to insist upon more-focused Study Center Director reports and more systematic use of student evaluations.

## **VII. Executive Session**

[Note: Minutes, aside from action items, are not prepared for this portion of the meeting.]

The meeting was adjourned at 12:00 p.m.

Attest: Errol Lobo, UCIE Chair  
Prepared by: Todd Giedt, Committee Analyst