

**UNIVERSITY COMMITTEE ON INTERNATIONAL EDUCATION  
MEETING MINUTES – OCTOBER 17, 2014**

Present: Bjorn Birnir (Chair-UCSB), Kaiqi Hua (UCM graduate student representative), Andres Resendez (UCD), Ben Crow (UCSC), YangQuan Chen (UCM), Eduardo Macagno (UCSD), Pei-Te Lien (UCSB-T), Isaac Scherson (UCI-T), Christina Schwenkel (UCR), Juan Campo (CCD Rep-T), Todd Giedt (Analyst), Jean-Xavier Guinard (UCEAP Director), Hsiu-Zu Ho (UCEAP Associate Dean), and Linda York (UCEAP Regional Director)

**I. Executive Session**

*Minutes were not taken during the executive session.*

**ACTION: 1) Bjorn, Christina, and Eduardo agreed to form the Bylaws Subcommittee; 2) Christina Schwenkel (UCR) agreed to serve a one-year term on the UCEAP Governing Committee.**

**II. Consent Calendar**

**A. Approval of the Agenda**

**ACTION: Members approved the consent calendar.**

**III. Director's Report – UCEAP Associate Vice Provost & Executive Director Jean-Xavier Guinard**

**REPORT:** UCEAP Director Guinard reminded members of UCEAP's vision – 1) Study abroad for all; 2) academic excellence; and 3) best business practices. Towards the end of the first goal, he noted that UCEAP will indeed reach and exceed its goal of 5,000 participants in 2014-15 (projected to be at 5,205 participants). This equates to a 10-15% participant growth (from 4,625 to >5,200) or 8-10% growth in FTEs (>200) overall, with a 27% participant growth in the summer (from 1,283 to 1,634). FTE growth is restrained, with FTE levels not quite reaching those of three years ago. Despite this growth, year-long enrollments continue to decline (on the order of 15-20% per year), but not as precipitously at UCEAP as the national trends indicate. Current year-long enrollments are between 6-7% of total participation. He added that at UC, year-long enrollments are also hurt by departmental policies of only allowing three courses taken abroad to transfer for the major. This is fine for semester programs, but remains a real barrier to increasing year-long enrollments. With respect to multi-site programs, a significant percentage of students have expressed interest in multi-site programs; UCEAP is anticipating a close to 27% growth in multi-site program participants Y/Y, or 250 participants in AY 2014-15. Some of the campuses have reversed their UCEAP enrollment declines from one year ago, with all of the campuses showing positive year-over-year enrollment increases. All of the regions are growing as well, which is a change from past years. Spring enrollments are also doing well; with the exception of UCR, UCEAP is posting an overall increase of 4.8% in its applications for the spring programs. While some campuses are lower in the number of applications from a year ago, there is an overall growth in applications of 7.9%. One of the metrics that UCEAP likes to pay attention to is the overall percentage of undergraduates studying on UCEAP – there is a range of 2-10% depending on the campus. UCEAP competes with campus programs and third-party providers in this regard. Campuses that have a larger portfolio of their own programs may send smaller numbers of students on UCEAP. Non-exchange programs are another area of growth, which have grown from 2,063 participants in AY 2011-12 to 2,428 participants in AY 2014-15. From a financial point of view, UCEAP is projecting

another surplus – at \$10M+. \$4M of the operating surplus is being invested in TRIP (through UCSB). The contingency reserve is now fully funded as well (at \$4.6M) & invested (FFE). The \$203K tuition buyout from last year was also made permanent. UCEAP's subsidy will be reduced to \$0 by 2015-16 (at \$279K for 2014-15. UCEAP has allocated \$1M for Scholarship Initiative and \$500K for strategic initiatives from the operating surplus (see below).

Director Guinard also updated members on UCEAP's Strategic Plan, noting that there are three major categories – enrollment growth (program portfolio management, underrepresented student outreach, and customer relations and student outreach), UC stakeholder collaboration (campus staff, faculty), and technology and enterprise resource management (student information management system, website, and business model optimization). With respect to program portfolio management, UCEAP will be addressing multi-site challenges, will be adding new options in English, try to 'soft-land' year enrollments (marketing, incentives for extensions, etc.), continue to develop its joint ventures (e.g., Natural Reserve System, the UC Berkeley Global Edge in London, and the Global Leadership Program with UCDC & UC Sac – Mexico pilot), and initiate a "build-your-own program". UCEAP also continues to dynamically engage and recruit underrepresented students, and is specifically targeting certain cohorts – Latino/a students, first generation college students, STEM majors, honors students, newly admitted freshman, and newly admitted transfer students. Specific efforts include developing program lists for cohorts, starting a Spanish translation project for print and web, and plans to develop resource guide for advisors that addresses barriers faced by first generation students to study abroad. There are also other student outreach initiatives as well, such as the third year of student ambassadors program and crowd funding (a partnership with Indiegogo). UC Stakeholder collaboration – both staff and faculty – is also moving forward. On the staff front, UCEAP has completed a survey of staff in campus study abroad offices, and will be surveying the systemwide office and study center staff, as well developing a pre-departure joint initiative between the systemwide and campus study abroad offices. Regarding faculty outreach, there is renewed engagement with the Council of Campus Directors (CCD), expanding study center directorships and visiting professorships, expanding Faculty Advisory Committees (FACs), the ongoing establishment of faculty liaison corps on the campuses, as well as a number of campus visits that took place in spring 2014. UCEAP has also hired Hsiu-Zu Ho (UCSD, Education Department) as the new Associate Dean at 75% time. The systemwide UC Mexico Initiative continues to move forward, and UCEAP is playing a significant role in that effort. Specifically, UCEAP will be 1) expanding partners and programs in Mexico (e.g., UNAM, Tec. de Monterrey); 2) establishing a summer program in English and research internships at UNAM; 3) waiving program specific fees for Mexico; 4) initiating a Mexico scholarship program (\$50,000 yearly), with UNAM also awarding scholarships to UCEAP students; 5) starting a Global Leadership Program with UNAM, UCDC and UC Sacramento; 6) creating a Mexico Student Ambassador program at UCLA; 7) increasing efforts to target heritage students for study abroad in Mexico; 8) engaging UC alumni in Mexico and UCEAP Mexico alumni in California for scholarships and internship opportunities; and 9) designing bi-national pre-education, pre-health, pre-law and/or pre-business programs with Mexican and campus partners. UCEAP is also active in providing a number of in-house, as well as external, scholarships for its students. Overall, it allocated \$1M to UCEAP scholarships, with \$200K distributed to the campuses. It also awarded \$170K in Dutton/Dan Wise scholarships in fall 2014. Also in 2013-14, UCEAP students received \$757,500 in Benjamin A. Gilman scholarships. On a related note, UCEAP has received additional funding from the funding from the Freeman Foundation to support UCEAP internships in East Asia (up from \$76,950 to \$134,409). Finally, UCEAP is offering ten departmental grants for academic integration of study abroad; each grant is worth \$5,000 each.

**DISCUSSION:** Members briefly asked about obtaining study abroad data; UCEAP has some of these data, but Director Guinard felt it would be better if members requested this data directly from the campuses. They also briefly discussed the impact that the pressure to shorten time-to-degree has had on study abroad participation rates. Director Guinard commented that the perception that study abroad lengthens time-to-degree is negative; in fact, UCEAP research shows that it does not lengthen time-to-degree. Finances are another factor, as are family obligations for first generation students. He also said that out-of-state and international students do not benefit from study abroad financially, as they must pay non-resident tuition even when they are not on their home campus and studying abroad.<sup>1</sup>

#### **IV. 2014-15 Program Reviews & Review Questions**

##### **A. Ghana Review**

**ACTION:** Eduardo Macagno was appointed as the UCIE representative on the Ghana review committee.

##### **B. France Review**

**ACTION:** Andres Resendez was appointed as the UCIE representative on the France review committee.

##### **C. Middle East Review**

**ACTIONS:** 1) Members approved the Middle East review questions; 2) Members approved the appointment of Magda Campo to the review committee; and 3) Ben Crow was appointed as the UCIE representative on the Middle East Review committee.

##### **D. Russia Review**

**ACTIONS:** 1) Members approved the Russia review questions; 2) YangQuan Chen was appointed as the UCIE representative on the Russia review committee.

#### **V. Consultation with Academic Senate Leadership – Academic Council Chair Mary Gilly and Vice Chair Dan Hare**

**BRIEFING:** Chair Gilly announced the hiring of the Senate's new Executive Director, Hilary Baxter. She briefed members on a couple current issues/events, including the President's Google Hangout with faculty. At the last Academic Council meeting, President Napolitano has agreed to additional meetings with the Senate, which holds the promise of better shared governance. The President is bringing on a new senior advisor for entrepreneurship; she has also established an Innovation Council. Although there are not any Senate faculty formally on the Council, Chair Gilly does attend its meetings, and the Senate does have a few representatives on some of the workgroups that advise the Council. In State news, she noted that Governor Brown vetoed \$100M in the Legislature's budget for deferred maintenance. At the September Regents meeting, there was a report and presentation on Sexual Assault, which has some relevance for UC faculty, including faculty sensitivity training. Appropriate academic accommodation (for students suffering a sexual assault) is another issue that was raised during the Regents presentation. The Regents also voted for a glide path for all chancellors to reach the median AAU salary in four years, and significantly increased the salaries of four chancellors at the September meeting. In a related matter, a new total remuneration study has just been completed, which shows that faculty salaries have fallen behind UC's peer institutions even when UC benefits are included. Chair Gilly has charged the standing committees of the University Committee on Planning and Budget (UCPB), the University Committee on Faculty Welfare (UCFW), and University

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<sup>1</sup> UCEAP only keeps the in-state fees/tuition as well.

Committee on Academic Personnel (UCAP), and the University Committee on Affirmative Action and Diversity (UCAAD) to develop recommendations in response to this study. She also mentioned that UCOP has not hired (nor is currently conducting a search) for a Vice President for Research yet; a review of this position is ongoing, and the Senate continues to be involved.

## **VI. Program Review and Reports**

### **A. 2013-14 Japan Review Report**

**REPORT:** One topic that emerged from the review is the large number of partners that UCEAP maintains in Japan. That said, the review committee concluded that it is prudent to continue with all of the partners for the time being, given their high academic quality. All but one of UCEAP's partners were recently awarded funding in a competition to improve the internationalization of Japanese universities. Other recommendations in the report include issues relating to marketing (students, staff, and faculty); communications needs to be improved between UCEAP and overseas staff; a better resource allocation; and an enhancement of outreach (both faculty and staff).

**DISCUSSION:** Director Guinard noted that Osaka is strengthening its relationship with UC, and UCEAP is opening up an office there. The numbers of UC students studying in Japan is also stable. However, the location of the study center director and academic oversight remains an issue of concern. Indeed, there is some discussion within the report to revisit the question of whether the study center director should be able to spend some time at his or her home campus. On this point, Director Guinard said that the format of the study center directorship in Japan will be changed. The study center director (SCD) will physically be in-residence for four months (at Osaka), and then be at his or her home campus for the other eight months while providing oversight with occasional trips to Japan as needed. However, at any time of the year, there will be a faculty member on-site in Japan (either the SCD or one of two visiting professors). There are currently three UCEAP staff members at the Japan study center; Osaka is providing another staff member to assist with UCEAP's programs. UCEAP is therefore currently looking for a SCD in Japan who will be in residence part-time; this will be a three-year appointment.

Members asked Director Guinard to summarize the current status of the Japan program(s) as a whole. He noted that UCEAP has had difficulty in filling the SCD position in the past. He added that while it is a complex program, it does run very well, and has had some success in engaging STEM majors.

**ACTION: Bjorn Birnir will write the review of the Japan review by the December meeting.**

### **B. 2013-14 Netherlands Review Report**

**REPORT:** Director Guinard related that the report shows that the academic quality of The Netherlands' programs is quite high, the housing arrangements are adequate, and there is a rich diversity of program options. However, one challenge is appropriate pre-departure preparation for the academic rigor within the programs, as well as the unique academic culture at Maastricht.

**DISCUSSION:** Members briefly discussed the issues of academic rigor. In part, students return from The Netherlands with somewhat lower-than-expected grades. Late reporting of

grades is another issue concerning the partner institutions there. There are also some scheduling/calendar issues (e.g., requires early exit for some semester campus students).

**ACTION: Ben Crow will write the review of The Netherlands review by the December meeting.**

**C. 2012-13 Costa Rica Review Follow-up Report**

**REPORT:** Director Guinard related that UCEAP has decided to retain the traditional name of the program. They continue to work with SCD Frank Joyce on the equipment issue; UCEAP is receiving donations of equipment from some campuses. Overall, the Costa Rica program remains in high demand. Despite this demand, UCEAP has decided not to expand the facilities and potentially accept a higher number of students, which might degrade the high quality of this program.

**VII. Program Proposal: AMIDEAST Intensive Arabic Summer Program in Rabat, Morocco & Amman, Jordan – UCEAP Executive Director Guinard**

**BRIEFING:** Director Guinard noted that this proposal requests that UCEAP substitute America-Mideast Educational and Training Services, Inc. (AMIDEAST) as the summer provider for intensive Arabic language programs instead of expanding to summer with the current partner, CIEE, in Rabat and Jordan. With the closure of UCEAP's Egypt programs and the possible suspension of Israel programs (currently an alternative Arabic language location), UCEAP feels that there is an urgency to find alternative opportunities for students to learn Arabic. The rationale for the summer, for many non-language majors, is that this is the best period to make significant foreign language proficiency gains. Students could earn a full year of course credit in a single summer (two four-week sessions). UCEAP's current partner in Morocco and Jordan, CIEE, only offers a semester of Arabic during the summer. In short, UCEAP prefers to introduce EAP summer Arabic with AMIDEAST because they will offer more levels of Arabic language, as well as opportunities for advanced Arabic learners to make further progress over the course of the summer.

**DISCUSSION:** CCD Chair Juan Campo spoke in favor of AMIDEAST, emphasizing that students can receive a full year's worth of language instruction in eight weeks. This program may also appeal to graduate students given the short time commitment. The syllabi are also very strong. Although UCEAP could offer Arabic language instruction in other countries (e.g., Israel and Turkey), offering it in a country where Arabic is the native language is preferable. Members briefly spoke about the security issues associated with Morocco. Director Guinard related that the security situation in Morocco is more favorable than other parts of the Middle East. Consultants added that while it is a monarchy, Morocco has made great strides in democratization, which has improved the security situation. Members requested that UCEAP investigate how a student could move to another related program after completing the AMIDEAST summer program. One member asked about the dialect spoken in Morocco. CCD Chair Campo remarked that much of the course instruction would be focused on standard Arabic, but a portion of instruction would center on the colloquial local dialect. There is also a Francophone component in Morocco.

**VIII. Information Items**

**A. Summer Program at UNAM**

**BRIEFING:** For many years, UCEAP students have benefited from the Intensive Language Program (ILP) that begins in July and precedes its programs in Mexico. This ILP not only serves the students who will continue at UNAM during the fall semester, but also the students in the Field Research

Program. Beginning in the summer of 2015, EAP will offer an additional track to this set of courses as a summer stand-alone program. The Spanish proficiency levels will also be expanded. A *Contemporary Mexico* course will be offered in English so that interested students may spend five weeks in Mexico City to study Spanish at the appropriate level, and take the content course in English. This will also be a way to leverage Casa de California, as President Napolitano has committed UC to holding onto it.

**DISCUSSION:** One member observed that UNAM has many good provincial sites and/or locations. Director Guinard reminded members that UCEAP is expanding its list of Mexico partners, including other UNAM campuses. He will bring these items to UCIE later this year. He added that UCEAP's Mexico enrollments have bottomed-out at around 30 students. Fifteen years ago, UCEAP sent approximately 300 students to Mexico on an annual basis. Chair Birnir added that UNAM may be an ideal location to expand UCEAP's graduate programs given the extensive research connections between UNAM and UC campuses. Director Guinard responded that this type of collaboration and exchange is definitely part of the plan for the UC Mexico Initiative; UCEAP is concentrating on expanding its pre-health and pre-medicine programs in Mexico.

#### **B. Call for Applications for UCEAP Academic Integration Grants**

**BRIEFING:** In support of systemwide and campus initiatives to promote internationalization of UC campuses, UCEAP invites grant proposals from UC academic departments to integrate study abroad programs and coursework into their curricula. Awards of \$5,000 will be given to ten different academic departments across the UC system totaling \$50,000. Funds may be used for any purpose in support of this effort and may include, but are not limited to: costs of meetings to review and consider study abroad programs and courses, costs of a student assistant to gather and prepare documentation for review, costs of preparation of materials for online and print distribution, partial salary costs for faculty and/or staff, and costs of site visits with specific departments at partner universities abroad. Project proposals will be accepted until November 21, 2014.

**DISCUSSION:** Members asked for successful models of academic integration (AI). Director Guinard responded that UCSD may be considered one model, as it developed handouts that showed all international activities for specified majors. One goal of this program would be the pre-approval of major credit for programs with certain departments. While this has certainly happened on some campuses, UCEAP's goal is to make this more pervasive. The San Diego member mentioned that his campus has created UCSD "Global Concentrations," which has been approved by three departments – history, linguistics, and political science. In addition, the Global Concentration certification is noted in students' transcripts. While academic integration is all and good, another member noted that the budgetary process in many departments works against academic integration, because study abroad reduces the number of credit hours within departments. On the one hand, the pressure to shorten time-to-degree may reduce study abroad participation, but there are also efforts to globalize and/or internationalize UC campuses. Another member noted that there are some STEM faculty who engage in summer engineering service learning with students; they are using generic service credit for such work.

#### **IX. Study Center Announcements**

Director Guinard related that most SCD appointments have been finalized. The call for next year's recruitment is now out (includes SCDs for Argentina, Chile, and Japan). He added that both Yonsei and Osaka are looking for visiting UC faculty.

**X. Executive Session: UCIE's Bylaw Revisions**

*Minutes were not taken during executive session.*

**XI. New Business**

*There was not any new business.*

**XII. General Executive Session**

*Minutes were not taken during executive session.*

The meeting was adjourned at 4:00 p.m.

Attest: Bjorn Birnir, UCIE Chair  
Prepared by: Todd Giedt, Committee Analyst