

University of Asia Campus

Board of Directors

August 30, 2022

Minutes

Brian Gibson – Welcome Remarks and Introduction of the meeting

- Brian Gibson introduces himself as the University of Utah Asia Campus (UAC) NPO President and Chief Global Officer
- Introduction of Board Members
 - Thomas Chase Hagood: AVP for Academic Affairs/Dean of Undergraduate Studies
 - Jai Lee: Representative of the Korean Alumni Association
 - Cathy Anderson: Chief Financial Officer
 - Martell Teasley: Chief Academic Officer/Senior VP for Academic Affairs
 - Lori McDonald: VP for Student Affairs
 - Erin Rothwell: Interim VP for Research
- More students at UAC than several of our colleague institutions in Songdo with a fraction of the staff
- Description of the Mission at the University of Utah
 - Ensuring Student success
 - Promoting Vitality
 - Engaging Communities
- The four legs of Global Engagement
 - Student mobility
 - Curriculum
 - Research
 - Presence
- Where UAC fits into the Global Engagement
 - International Student and Scholar Support
 - Learning Abroad
- UAC Vision
 - Enabling students to experience the world, and the world to have a University of Utah experience
 - World-class teaching and learning environment
 - Platform for exploring innovation and scholarship within a unique cultural setting
- Highlights
 - Largest class on campus
 - Highest number of students from Salt Lake City
 - Vibrant summer programs
 - Adding new majors
 - Community engagement
 - Partnerships
 - Financial success of our campus

- Looking Forward
 - Higher enrollment goals
 - Wider range of academic units
 - Additional revenue sources
 - Increased collaboration and mobility between campuses
 - Ways to further engage

Greg Hill – CAO Status Report 2021-2022

- Programming
 - Quota for enrollment exceeded
 - Stopped offering Civil and Environmental Engineering program due to low enrollment
 - This allows for redistribution of focus to other majors
 - Two new majors
 - Accounting
 - Information Systems
 - New minor degree
 - Information Systems Summer Program
 - Fall 2023 Proposal to the Korean government to bring entertainment arts and engineering degree to campus
- New Faces
 - New Faculty at UAC:
 - Habtamu Minassie Aychew – Electrical & Computer Engineering
 - Muhammad Raheel Bhutta – Electrical & Computer Engineering
 - Jacquie Hebert – Writing and Rhetoric
 - Ahran Park – Writing and Rhetoric
 - Wonda Kim – Exercise and Sport Science Fitness
 - Eunkyung Park – World Language and Culture
 - New Staff at UAC
 - Francis Schortgen – Academic Affairs
 - Terence Turner – Student Affairs
 - Jacob Lee – Student Affairs
 - Sujin Jang – Student Affairs
 - Hee Jin Tae – Accounting
 - 2022 University Industry Foundation (UIF) and Center for Medical Innovation Asia (CMIA) Update
 - The foundation allowed for a contract with the Korean Government to provide services through grants or contracts
 - This resulted in revenue diversification from student tuition
 - CMIA promotes creation and development of medical devices and innovation into the USA market from Korea
 - The Korean Government’s investments in the Bio Industry are focused in Songdo, involving CMIA
 - Scale Up Challenge Lab
 - Start-up park through Bio-hub in Songdo.
 - Working with entrepreneurs of start-up companies to introduce their products to America, involving CMI Salt Lake
 - Brought 3 start-ups to FDA approval, and 1 went through

- CMIA is invited to come back again this year to help other start-up companies introduce their products into the American market
- Question: Any opportunity for student involvement to expand within the community?
- Answer: There is not any involvement of students except with support from the foundation or through research, but a long-term goal is to work with Salt Lake and Korean companies that involve students.
- Additional Comment: The Computer and Electrical Engineering Department has involved students, and with the entrepreneurial atmosphere spreading larger, there is a lot of opportunity with this to work with these local Korean companies and involve students. There is focus on getting South Korean students to Salt Lake, and it is important to make sure there are opportunities for these students and this could be a part in that.
- Response: We do focus on experiential learning for the students, and South-Korean ideology is new to include start-ups because of the idea that working for the big companies is a focus. Therefore, this is an opportunity to expose them to other options.
- Incheon Citizen College
 - Goal of engaging the community in life-long learning
 - UIF collaboration to offer some courses open for community members
 - Branding and innovation
 - Pop Culture and media research
- IFEZ Foundation Council
 - Talking about providing an annual subsidy for the foundations on a scale around \$200,000 per year
- Campus Highlights 2021-2022
 - Student Success Undergraduate Research
 - Worked with 3 campuses to host an Undergraduate research symposium
 - 25 students presented: created posters and had a 3-minute pitch.
 - Next year want to have a larger scaled symposium, so we are starting to work with IFEZ and IGC for financial support
 - Working with IFEZ to put research in the G-Building
 - 38 grants awarded with about \$13,000 in funding
 - Question: How can we make the connection better between the centers of research?
 - Addition: We will need space for research projects to be done at UAC, and can use resources from the Salt Lake Campus to supplement UAC support. Secondly, how much funding are you providing?
 - Answer: 3 levels of grants
 - 1. \$1,500 for exploratory grant
 - 2. \$3,500 for experiential grant
 - 3. \$5,000 for creative grant
 - We have taken \$50,000 from the budget annually to put to the research program. We would be happy to engage with industries to assist in funding from different departments.

- Korean Advisory Board
 - Founder of the Megabox movie theater helping with the gaming program
 - Professor Lee: helping with some of our clinical trials and support through university hospital
- 2022 Commencement
 - 92 Graduates – Record setting
- Hosting the President of Costa Rica
 - Developed a partnership with the embassy
 - Signing of MOU resulting in media attention
 - Additional Comment: We are looking to make UAC a global engagement university, having students from all around the globe, not just Salt Lake and Korean students.
- UAC Tie-Dye Cultural Event with Ethnic Korean-Russians
 - A lot of Koreans were displaced in Russia during Japanese occupation and UAC had an event with Korean-Russian children and traditional Korean Tie-dying.
 - Great to see UAC students interacting with this community.
 - Received many notes from parents
 - Wife of the newly elected Mayor of Incheon Eun Young Choi was in attendance
 - Change Il Jeong, former Incheon City Councilman, was in attendance
 - Soonja Choi, Former President of Inha University, was in attendance
- Jazz Gala Concert & Fundraising for Ukraine
 - 500 people at the show
 - 5,000,000 krw in support for Ukraine
- SSG Landers Utah Baseball Night
 - Marketing event to welcome University of Utah family: student, faculty, high schools, community members, etc.
 - About 500 people there
 - May 2022
- UAC Tennis Tournament
 - International junior high and high school students
 - Winners were offered a scholarship if they decide to enroll at UAC for University
 - Around 100 students engaged
 - Honduras Ambassador to South Korea attended
- UAC Pocket Production Showcase
 - Student-led film production company
 - Presented 3 short-films
 - Worked with the Megabox movie theater to show the films
 - Chul Shin, Director of the Bucheon Fantastic Film Festival was in attendance, able to see the work of the students
- UAC Friendly Businesses
 - UAC works with small businesses in the community to give discounts (usually around 10%) to students

- UAC is the only campus that is doing this, and there are the Friendly Businesses plaque in each business around the city
 - University Recognition Awards
 - All that Songdo gave us an award to recognize our help in helping Songdo become an international city; UAC was the first University to receive this award
 - Korean Times: UAC was named one of the 40 most trusted businesses in all of Korea
 - Alumni
 - Trying to get the Alumni Association up and running again
 - Hosting an Alumni Dinner on December 1st
 - Starting to invest in alumni
- Comments:
 - Well received from all of the community engagement
 - Idea for using the Bennion center or like to connect cross-culturally between campuses.

Randy McCrillis – Student Affairs

- Admissions
 - In Spring 2022 we saw pre-COVID numbers
 - Fall enrollment number surpassed Spring number
 - Largest International group (non-Korean)
 - Largest group Americans
 - Student Youtuber has influenced more students from there to come to UAC – word of mouth
 - KCON in LA; we are the only educational sponsor for the event
 - Our video was played during intermissions along with Toyota
 - University of Utah Alum that runs KCON
 - Brand recognition outside of Korea
 - Outgrowing our space with admissions
 - 513 students on campus Fall 2022
 - 439 students on campus Fall 2021
- Marketing and Public Relations
 - UAC is getting more brand recognition
 - Noted in major publications
 - Instagram and YouTube following rising this year
 - Visual Assets: continually seeing hits on our posts
 - Press Release of new programs
 - President’s secretary did a story on our press release
 - Our connections are moving us forward
- Mental Health
 - More and more students are accessing mental health (45% increase from last year)
 - Need to add a second counselor
 - Full-time just for UAC
 - Gives students a choice with two counselors
 - Anxiety and depression are what students are coming in for

- 20 International Students and 58 Korean students
- Decrease in SLC students using resources – little unusual
- Career and Internship Development Center
 - UAC is ranked #1 highest employment rate within Incheon Global Campus
 - Two-times the number of off-campus internships for students this year
 - Increasing Internships in other ways than before
 - Communications students were able to get more English-based internships
 - Now have an MOU for psychology students
 - 3 hospitals that offer psychology internships for Korean and English based
 - UAC has never been able to get English-based internships off-campus but now with the MOUs we can for psychology
 - Will be able to give students a wider variety of experiential learning that we have not been able to give before
 - Sent 14 students to Joongang Daily – can actually go in-person onto the site
 - Employment Rate has surpassed any other group on campus
 - 340 Graduates with 295 employed and/or in graduate school
 - 87.7% rate compared to under 50% a few years ago
 - 2 Career and Development staff members
 - New Staff member Jacob added to help
 - On-Campus student facing help as well as finding internships
 - Comment: Electrical and Computer Engineering has an employment rate of 99%, so with the department growing we are looking for internships.
- Residence Life
 - Downside: Running out of space for students
 - Plan for building a new residence hall; aimed to be built by 2025
 - 17 rooms left before capacity
 - Empty male floors
 - Korea does have strict rules regarding gendered housing resulting in possible eviction and/or expulsion from university if the rules are broken
 - Pushing for adding co-ed dorms because female dorms are packed
 - Turning away students due to less space may be the only thing inhibiting growth
 - Off-campus housing is hard to find for Korean students and nearly impossible for international students
- New Student Programs
 - New Student Orientation
 - Spring 2022 NSO One-day hybrid format
 - Feedback: too packed-in and less of a sense of teambuilding
 - Fall 2022 NSO In-Person to work on better involvement
- Student Leadership & Involvement
 - First time UAC has been able to have in-person involvement in around 3 years
 - 55+ new activities
 - Activities Fair had around 100 attendees
 - 24 Active Student clubs
 - UAC Student programming continues with around 100 attendees at each event
 - Trying to limit to 5-10 programs per week (one each weekday)

- Student Affairs is providing many programs for the students to get involved in comparatively to other institutions
- International Programs
 - Global Leap student numbers is increasing
 - Goal is to beat GMU's abroad number of 75 international students
- Tuition and Scholarships
 - New Students
 - Goal to make return around \$8,500 for each student
 - COVID affected this ability, so there is a necessity to offer more scholarships to attract students
 - Overall Student
 - Around \$800,000 increases in student revenue per year
 - The conversion to dollars has increased therefore it is around another \$1000 increase for student payment
 - Do not need as much aid with a higher exchange rate
 - Expenses are in won and converted to USD; makes money
 - UAC made a movement for everyone to be paid in USD
 - Won was doing worse, so employees were making less than before so moving forward UAC will pay everyone in USD
- Moving Forward
 - Setting Enrollment Target
 - Retention focus
 - Question: Is retention more a phenomenon with Korean Students or International students?
 - Answer: Military obligation causes this for males, and a Korean phenomenon on taking a rest semester.
 - 91% retention rate
 - 565 students on campus
 - This number will get us to our goal budget
 - Launching a survey
 - What is keeping you at UAC? Open-ended
 - What is one thing that would make you leave UAC? Open-ended
 - Question: Where will the increased number of students be place is residence?
 - Answer: Residence allocation among the universities is split and by numbers, UAC should be allocated more space with more enrollment. We need to have a conversation with the foundation to create a more transparent formula.
 - Answer: Allocation is based off of percentage of total student enrollment of the universities; our rate is based off of the number of students in-class, versus others still consider those on leave or other absence.
 - Answer: We need to have a more assertive conversation around transparency of numbers because we are at 99% bodies-in-beds versus others are at 72%, which could be allocated differently.
 - Quotas
 - 282 incoming students by the Korean government
 - Film has a quota of 60 students
 - 35 recruited just for fall
 - Continuing to meet and surpass our quotas

- Next spring request an increase in quotas
- Comment: Retention and persistence – strategies for better completion and graduation rates: on SLC campus asking for student voices last Fall; how we ask those students for their responses should be truly student-centered. Help data drive this but also have students at the forefront.
- Response: We have looked at surveys and consistently interaction with faculty members has led for students to want to stay. Faculty offices are seen as the number one safe-spaces on campus.
- Question: Korean government and quotas have always had a problem with transparency, why are we still worried about quotas? Is there still a concern with competition with other universities or getting too large?
- Answer: They are worried about competition with Korean Universities as we have seen that this year there was the fewest number of eligible high school seniors applying for universities. Our main market is thinking about students who will study abroad, not necessarily Korean students. We are seeing major increases in all of our programs and our sister universities are not. We think this is because of our investment in marketing and outreach.
- Comment: Other universities are also being faculty that commute from Seoul, and we have full-time faculty on campus which is a factor that contributes to student retention.
- Comment: Top 40 organizations with regard to trust. Trust is everything in Korea, so that could be a reason for success. We also have not deviated from our intention in Korea in the first place.
- Comment: UAC is heavily student focused compared to our sister universities that are more research focused, but we also have a sincere involvement with the community. Yes, we have communication and marketing that adds, but we also have the community involvement to thank for results.
- Answer: Quotas are a function of bureaucracy in Korea.
- Comment: All of the reasons for success are correct, but we need to also acknowledge the environment in Korea. Korean parents want to send their kids to the US for college, and knowing that UAC is available, this is a big factor that they can still see their children on the weekends while getting a US education. I think we will see even more growth and start limiting. Also, many students coming to Seoul Campus from the US is because of K-culture.
- Comment: We did not back down during COVID also, as compared to others.
- Comment: The IGC exists to be apart of the growth and success, so does the IGC still exist or are universities now going their own way, because we need to be in the IGC in the event of another university becoming unsuccessful. Are we seeing more isolation of the individual universities?
- Answer: We do still participate in projects with the other universities, but we do not want to wait on them. They are having a hard time keeping up and we cannot afford to wait on them.
- Comment: Original intent of the IGC was for 10 universities and it has not grown from the original 4. I am curious to see where the Korean government stands on IGC as a whole. Are they happy with staying with 4 universities?
- Answer: They seem comfortable with the 4 universities and keep bringing up an additional, but there is no formal action.
- Follow-up question: Is it okay if we see a university bail?

- Answer: There could maybe be one, but not the other three. IGC is a city organization. So, it is not necessarily university people that run IGC. Part of our contribution is helping people understand how to run a university campus, and be student friendly, etc.
- Additional Answer: It is hard because bureaucrats may switch to being in charge of 4 university campuses without a general understanding. With a quick switch of leadership, it is hard to get people to understand quickly to make changes. We cannot hold back, we need to accel.
- Clarification: There was a concern with the Korean government about keeping the IGC brand.
- Response: I would not say that there is much of an IGC brand. Leaders of the 4 universities meet once a month and without IGC once a month as well. But I have never felt like there is an IGC brand. There is not a sense of needing to be under a brand anymore.
- Comment: We should keep our eyes out for IGC or any new focus on it.
- Comment: Former German Chancellor's wife is a strong connection on the political side that we can reach out to.

Rob Muir – Financial Update FY 2022

- Out of 8 years of existence, the last 6 years have had a positive net income
- UAC received government subsidies in FY2020-2022 after not receiving one in FY2019
- Cash balances are continuing to grow with a balance of approx. \$4 million
 - This coming year UAC will lose its subsidy, and this sets us up for the loss
- Current assets vs. current liabilities ratio of 2.7x
- Question: How much is the subsidy?
 - Answer: Around \$1,000,000
- Underspending 2%
- During COVID, UAC struggled to get some faculty in place, utilizing existing assets.
- Made around \$1.7 million with a budget of \$1.5 million
- Tuition grew 7.3% compared to 2021
- Salaries have grown, head count has grown
- Travel expenses have gone up due to little travel during COVID
 - Comment: We pay our faculty for one trip home each year and a trip to the SLC campus, which we did not see as much of earlier.
- Historical Results
 - Question: What happened to the Korean subsidy in 2019?
 - Answer: Our 5-year subsidy ran out, and we worked on getting more, then receiving more for the next 3 years. For financial purposes, it is recognized when you actually spend the subsidy. For example, we still have \$370,000 from the last subsidy that we will spend in 2023.
- UAC 2023 Challenges
 - UAC will not receive a subsidy in FY2023
 - UAC begins paying utilities and maintenance fee in September 2022
 - Question: Is everyone else (other institutions) also starting to pay these fees?

- Answer: After 8th year, SUNY started to pay. This year we will roll-in, so this year is 10% utilities, next year 15%, etc. GMU is starting this year as well.
 - Additional Response: There is usually a plateau in this cost, and as student numbers grow we will need to reach another higher plateau. We need to make some investments that will sustain us for later.
- A year of investment in the faculty and staff
- FY 2023 Projections
 - 16% growth in tuition
 - Giving away 10-12% of income to salaries
 - \$10 million projected income
 - \$375,000 subsidy from Korean government
 - Biggest increase in salary line- 10 new people
 - USD salary is \$160,000 adjustment
 - Depreciation because of no Korean subsidy and investment in faculty/staff, but UAC is prepared and was expecting this
- Over the past 3 years there have been significant capital expenditures to build infrastructure
- The Salt Lake campus' investment is just about paid-off as well as the loan from the Korean government
- \$4 million in cash reserves
- Question: How are we doing on class size vs capacity limits/do we have enough students before we hire new faculty?
- Answer: Still maintain small class size; largest class is around 35 students. We want to stay committed to the small-class experience. We are looking into adding more non-major faculty for more elective options. In each department looking to analyze whether we need to add more faculty.
- Comment: Our largest class is ESS- Jogging for life with 20 students enrolled and 17 on the waitlist. This is an elective and we can see the need for more faculty in elective courses. 23:1 ratio student to faculty.
- Comment: It is not only the student to faculty ratio, but the number of classes a faculty member can teach. ECE class size will continue to increase so I would love to work on a business plan.
- Comment: Students coming to Salt Lake Campus ~\$12 million over all terms.
- Question: That number is much higher than UAC?
- Response: Last year we made around \$4 million just UAC. Estimated \$5 million/year in tuition UAC.

Robert Payne – Legal Matters

- CMI - Foundation created and registered in October 2021
- UUAC student privacy complaint -resolved to satisfaction of authorities
- UofU policy is the same on UAC with exceptions of conflict with South-Korean Law
- UUAC Rules of Employment – Korean law requires individual employment policy. Worked on to be consistent with Utah's
- Renewal of UUAC Corporation – Non-Profit is up to date in Utah

Hanseup Kim - Department of Electrical and Computer Engineering Program

- The program has been in existence for 1.5 years
- Started this program to grow reputation globally, and having a satellite in Asia can help grow new avenues of recruitment
- Program started in 2019
 - EE program and CE programs
 - First thing was hire faculty – important to increase future student enrollment
 - Ended up hiring one of our graduates
 - Spring 2021 was our first semester
 - 10-14 students in the classroom
 - After discussion with students – What can the University of Utah do better for you?
 - Some mentioned that they could not mark where Utah was on a World Map
 - Some mentioned they have one building, am I treated the same as on University of Utah campus?
 - Some said ‘I have not seen the University of Utah Salt Lake campus, so I am not sure I can continue my study in the United States.’
 - Many mentioned that there is a feeling of isolation from students
 - Created a summer research program – intention to bring undergraduate students to the Salt Lake campus and see the research/labs and get an idea of what it is like there. We believe this will set the foundation for the future
 - 7 students applied, 5 students came on the program
 - 2 weeks in Salt Lake
 - Met 16 faculty members
 - Tour of research lab and various buildings
 - From UAC faculty members – the students liked the summer program
 - Enrollment grew to 25 after the program
 - Then we hired new faculty for CE program
 - Total enrollment was 43 and 18 were CE
 - In Spring 2022 new faculty member was hired: CE program is very popular in Korea
 - Second summer research program 2022: 18 applied; could only have the 7 males and 5 females that attended
 - Started to have 1 on 1 meetings with professors
 - Goal by next year to reach total enrollment of 100 students in engineering
 - This fall we are working on hiring another faculty member, making 2 EE and 2 CE
 - We failed to have local companies come and see the program. Adobe declined a visit due to COVID
 - Spent \$46,000 from the summer program - ~\$3,900/person
 - 70% of the cost is airfare - \$31,000 airfare
 - \$15,000 for stay in Kahlert Village
 - We paid for the flights – but the amount that we get out of it is higher
 - Survey: Where should students go on the UofU Salt Lake campus next year?
 - Parking Garages – do not have that at UAC
 - Where should students go off-campus?
 - Utah State Capitol – looks like the white house but they can go inside
 - COVID spread through the group but we got everyone home safely
 - SUNY is starting an EE program as well

- Creates competition, need to see how we can keep our program strong
- We need to keep our faculty
 - Faculty has been happy so far
 - They want to do research too, not a teaching focused job
 - Do we want non-research faculty only?
 - Maybe we set up a research program to solve this problem
- We need a wider scope of classes for Junior Level
 - Only have 2 faculty members for this
 - Suggesting students to go to UofU campus for better options and for all years instead of just 3 years
- Open for suggestions and feedback
- Question: How many students do you have on the main campus?
- Answer: 400 students, each year
- Comment: Students are saying 'we want greater access to faculty, etc.' so, future plans need to look at what that means. Or some sort of reciprocal relationship bringing people to the UofU campus.
- Comment: Students are learning the knowledge, the perseverance, etc. but those come with peer groups. In this sense, the summer program worked pretty well with mingling the students.
- Question: I am speaking with a potential lecturer who is tenured in Singapore. Based on my knowledge from the department here, it will be a conversation to be had with Korean professors.
- Comment: We need to have more conversations on this topic, because we need to figure out what this means for UAC and its future. One of the benefits is small classes that are student focused with faculty that is solely focused on teaching, especially those who are second language learners, we have another goal of being one University, which means bringing research opportunities. We would need research faculty, so we need to look at what our trajectory is going to be with this type of a program. We have also had conversations about grad programs, and we would need space for that as well as labs for the research, so we would need to invest and really have some conversations on these ideas.
- Question: Is it prohibited? Not sure how tenure works across borders.
- Answer: Normally you hire them on a tenure line, with expectations of meeting that. Trying to convert someone is a bit tougher.
- Comment: We hire UAC faculty as temporary faculty, with renewable contracts. Titles between US and Korea differ for professors and others. We can do what we do at UofU, 3-5-year contracts with some more job security.
- Comment: SUNY offers tenured positions to some of their faculty with the Korean campus. Would be decided by department.
- Question: Is it possible to have some collaboration with other campuses to teach and share professors?
- Answer: It is possible, but we have a couple issues we would run into. We want UofU faculty, recruitment, and fighting with parents. We had a parent question 'how many more Korean faculty are you going to hire, might as well go to a Korean University if I will have UofU faculty'.
- Comment: There might be a space to partner for research.
- Comment: Research faculty teaches 50% more than a tenured faculty member, so by some metrics we are already understaffed by teaching. Look out for a staffing deficit.

- Comment: We have had discussions about getting tenured faculty to UAC and we are not near that yet because it's tied to the grad program, and the research. What is the competition like? It is an issue that needs serious work.
- Question: We had a faculty member who wanted to stay in Korea, could we make them tenured based out of Korea?
- Answer: That is difficult because UofU processes the employment. SUNY has made it more of a Korea Campus, so their tenure does not apply back at the home campus. That way they have separated more and we do not want to do that. We want to ensure that they have still been appointed by this campus. We could not make it work with one professor already tenured at UofU campus.
- Comment: Most realistic way is to survey campus faculty to apply for funding. Then, once receiving funding, we can move on from there. Faculty could do research at both.
- Comment: We will start having conversations about adding grad programs, and who would like to work on developing grad programs as our next growth.

Cheri Daily – Marketing and Communications

- We have been focusing on addressing the lack of awareness of UAC, meaning we do not have enough engagement and support as hoped
- Last year we started a project of a major brand shift
 - Calling UAC by U Asia Campus, especially on social media or on print
 - Changing branding for UAC to not look as similar as other UofU branding
- We have been very intentional this year
 - Collaboration and working as a team
 - UAC team is incredible, putting together events calendars, etc. with monthly meetings with UofU team
- Outcomes
 - Uptake:
 - Provided information to Advisors about the programs
 - We have seen a lot more awareness
 - Global LEAP
 - Student's feedback has been really positive, students love it and it becomes word of mouth for us
 - New Website
 - We put off search engine optimization until we had a good website
 - Walked through the website, figured out what needed to be advanced
 - Working on developing better global leaders messaging
 - Addressing the question: How do we share and promote across both campuses?
 - We have thousands of photos now to promote UAC instead of only a small batch compared to before
 - Print out sheets for programs
 - Tabling Kits: including 3D replicas
 - Mike Park has been really great helping tabling events
 - Addressing the question: How can we answer as many questions about UAC ahead of time, peak their interest, etc.?
 - Video libraries of UAC and UofU for a look at life at both campuses
 - International Education Week
 - Able to showcase many opportunities in OGE

- Been made asynchronous for more access
- Story-telling
 - Picking up as many stories that can be shared from global experiences on social media
 - 138 average page views
- Social Media
 - Reporting information among both campuses and sharing to intrigue students
 - 54% increase in followers
 - 260% increase in impressions
 - 5743% increase in reach
 - Mongolia, Philippines, and India are some of our top countries for viewers and hopefully we will continue to expand
- LEAP
 - Viral program now
 - 10 years before COVID we started visiting Incheon International High School
 - This year they wanted to do 2 cohorts shadowing students
 - Backed out due to COVID, but was still a great opportunity to have our faces known to principals from other schools for future opportunities
 - We consistently hear this as one of the best experiences in high school for these students
 - Comment: Added TRIO students to the program, we are doubling that number this year. The advisors were blow away at the growth of these students. They said “I cannot even recognize my students,” so they asked if they can increase the funding. Trying to make it a more 50/50 balance of kids in the program to give more of these kids the opportunity to go abroad.
 - Additional Comment: You mentioned teaching several sections of first year writing to TRIO students, and I have heard of many positive experiences with that.
- We want to do search engine optimization, which is a good opportunity to expand our global presence. We also want to continue and add more in-person experiences, and word of mouth will help
- The gymnastics team: we are planning on bringing them to Korea next year, PAC-12 has given us \$25,000 in funding to make this happen, given that the coach is Korean – adopted from Incheon- will be a great opportunity for awareness of UAC

Open Discussion

- Question: With the internships, are all of them paid internships or also unpaid? Can you speak more on the quality of those internships?
 - Answer: In Korea they have different ideas of internships; companies are required to give benefits to interns. All of our internships have learning outcomes, are required to do some reporting, and give employee and employer reviews as a part of that. Most of our internships have been highly received, and are often becoming employed.
 - Additional: Interns will do a formal presentation on their experience too.
- Question: How are the internships set up?
 - Answer: Internships are found through our recruiting team and on Handshake. Our recruiting team has been amazing at finding internships for students. We are looking for more.

- Reminder: Korean students cannot do an off-campus internship until they have been in the US for 1 year.
- Comment: I want to bring up, when talking about Human subjects research, there has to be institutional review board approval and CITI training of all students. I want to make sure everyone is on the same page. It is a requirement.
 - Question: Do we have web-based training?
 - Answer: Yes, it is CITI and is 6-8 hours. Goes into the history on human subjects research
 - Comment: Psychology that runs a research class, is required for students to complete that training. CITI has been done by all of our faculty in this research.
- Comment: We need to have future conversations on expanding Global LEAP, all over the world.
- Comment: The universal appeal of studying in Korea expands at an amazingly wide set of demographics. We have a lot of opportunity in the TRIO space.
- Comment: I would also be advocating for more assistance for Randy on UofU campus, to connect with the students here. We strive to do that with housing and other services, but it would be wonderful to have more help with focusing on those students from UAC here.
 - Comment: We have talked about that internally, and we will continue to look at what that will take for staffing, etc.
- Comment: Brian, you have mentioned that this is sort of a model of what you would want to do elsewhere, could you expand on that?
 - Response: This is an enormous undertake, and it has taken almost a decade to get here. The vision is having a presence, not necessarily a campus. Presently there are some specific ideas of where we would go. The next generation, where the young people going to be, sub-Saharan Africa, with population numbers. This will take some appetite for risk. We do have an affiliation with a facility in Ghana, geographically, it is isolated. That may not be the most ideal location, but there are amazing connections at UofU. That is the ideal presence. We also need a presence with our neighbors in the Americas somewhere. Will it look exactly like UAC? Probably not, it will be unique. I think these presences will be unique to themselves, but most of all UAC cannot be the last. A lot of schools do not have as much of an appetite for expansion this way as UofU does. Arguably, UAC is the best when comparing objectively to other abroad campuses from other American universities.
 - Comment: Honors will send a spring cohort, possibly some other programs too. The cohort system seems to work so other internal programs would be good to look at. Students are more likely to go as a group over individually. We would like to grow some more of those, maybe even sophomore programs. We have been starting up a program where you can go and work at UAC for 3 weeks.
 - Comment: We want to possibly bring a cohort during winter break. Those who are interested in replicating this model, lets chat.
- Question: What is the career trajectory for TRIO and LEAP individuals and true global leadership?
 - Response: It will be interesting to see where these kids end up
 - Comment: From Mason's program bringing freshman abroad, there is clear data of changing students' trajectory. They tend to have a second experience that ends up being more immersive. My suspicion is that the demographics will be similar to this. We need to have conversations with Chase about expanding.
- Question: Have we tracked whether students who graduated from UAC, come to the main campus to do graduate work, since there are not many graduate programs there?

- Response: Urban ecology students are already enrolled in their grad programs. Psychology I will say about 25% of those students have come to UofU and other students coming to the states. We hear about students wishing there were programs there (UAC).
- Comment: The level of effort and investment will be less with add-on graduate programs.
- Question: What will be the Korean government's expectation for that?
- Response: We got approval that it can all be done in Asia. Funding and finances look different. We do not keep any of the money, NPH gets the money from the program. There is an overhead fee we collect, but the degree program actually gets the income, and it has to stay there.
- Final remarks:
 - We have a lot of momentum, it is fun to watch students and the campus grow. Thanks to everyone who has helped. The groundwork has been laid, and I look forward to the future.
 - We have an incredible team in Korea, but the whole university effort has been incredible as well.