

UCEAP Strategic Plan

Overview

August 2011

Mission Statement

“The *mission* of the University of California Education Abroad Program is to equip UC Students with the knowledge, understanding, and skills for work and life in a globally interdependent and culturally diverse world.”

UCEAP Vision

Study Abroad
for All

Academic
Excellence

Best Business
Practices

Strategic Planning Process

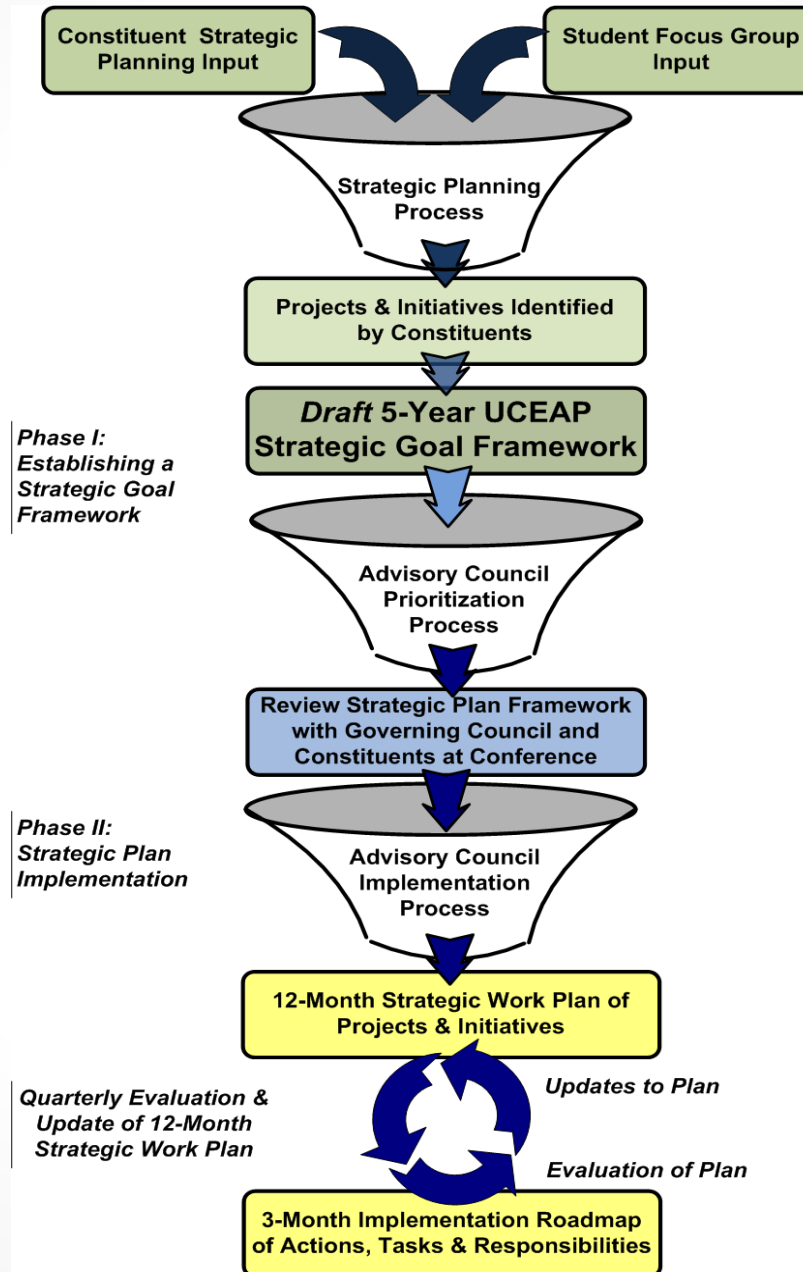
With a focus on the three components of our vision, input for our strategic plan was gathered from our stakeholders over a six-month period (January-June 2011):

- Systemwide Office
 - A day of strategic planning was held on January 26, 2011 with the Systemwide Office Staff.
- Council of Campus Directors (CCD)
- Campus Associate Directors (CAD)
- Study Centers
- Campus Administrators
- UC Students
 - Focus groups were conducted at four campuses – UC Davis, UC Los Angeles, UC San Diego and UC Santa Barbara.

Additionally, we benchmarked other public research universities as well as leading third party providers.



Strategic Planning Process



Strategic Initiatives

- **Tier 1 Initiatives**
 - New Program Development
 - 50th Anniversary
- **Tier 2 Initiatives**
 - Marketing
 - Alumni Engagement & Development
 - Scholarships
 - UCEAP's Business Model
 - Student Management
- **Director's Office Initiatives**
 - Academic Integration
 - International Student recruitment
 - International Academic Ventures
 - Health, Safety & Emergency
 - Information Technology Assessment
 - Faculty-Led Programs

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New Program Development

To meet the changing study abroad needs of UC students, to grow our enrollments, and to reaffirm our status as innovator and leader in international education, we will develop new programs that will expand both the size and scope of our portfolio and attract new cohorts of students.

- Lead: Mary McMahon (Region II)
- Participating Units: Marketing & Communications, Finances, Human Resources, Information Technology, Research, Regions, Director's Office, Campus Offices, Study Centers
- Timeframe: Short, medium & Long term

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New Program Development

Desired Outcomes

- Program consolidation
- Summer programs
- Quarter programs
- Online programs
- Programs in English
- Internship-based programs
- Research-based programs
- Multi-location programs
- Programming for large majors at UC
- Gateway courses
- Graduate programs

50th Anniversary

We will celebrate 50 years of study abroad leadership and innovation at the University of California and set the bases for UCEAP's success in the next 50 years.

- Lead: Andrea Delap (Director's Office)
- Participating Units: UCEAP Systemwide Office, Campus Offices, Study Centers
- Timeframe: Short term

Desired Outcomes

- Enhanced visibility for everything UCEAP
- Platform for UCEAP's strategic areas and projects
- 50th Anniversary website
- Alumni (and Study Center Directors) reunion(s)
- Academic conference
- Re-engagement of former SCDs
- Documentary and/or publication(s) about EAP's history and alumni
- Campus events
- Bordeaux EAP event
- Faculty-Led Summer 2012 Programs
- Template for future anniversaries

Marketing

There is a critical need for UCEAP to better market its programs to UC students and other stakeholders. Drawing from the creativity and resources of our new Marketing & Communications Unit, and in partnership with campus offices and our study centers, we will design a marketing strategy based on proven marketing principles and methodologies and implement it using the latest information technology and social media.

- Lead: Emilia Doerr (Marketing & Communications)
- Participating Units: Information Technology, Research, Regions, Director's Office, Campus Offices
- Timeframe: Short, medium & long term

Desired Outcomes

- New website
- New printed materials (brochures & cards)
- Social media strategy and tools
- Branding strategy
- UCEAP Student (Campus) Ambassador Corps
- UCEAP Faculty (Department) Liaison Corps
- UCEAP Staff Advisor (Major) Liaison Corps
- Study abroad fairs
- Targeted marketing for underrepresented groups
- Adoption of metrics

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Alumni Engagement & Development

UCEAP has not traditionally engaged in development activities. Yet, there is an urgent need to complement the income UCEAP now draws from student fees to support student scholarships, staff professional development and other initiatives.

- Lead: To Be Named (Director of Development)
- Participating Units: Director's Office, Research, Marketing & Communications, Information Technology, Regions, Reciprocity
- Timeframe: Short, medium & long term

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Alumni Engagement & Development

Desired Outcomes

- Legal status for development activities
- Director of Development position
- Development strategy
- Establishment of a UCEAP Alumni Association
- Fund-raising campaign for student scholarships, staff development and other strategic initiatives

Scholarships

Drawing from our new financial model, and from a new development activity, and capitalizing on the opportunities brought about by our upcoming 50th Anniversary, we will put in place a comprehensive portfolio of scholarships to boost and support the participation of UC students in UCEAP programs.

- Lead: Andrea Delap (Director's Office)
- Participating Units: Finance, Regions, Marketing & Communications, Development
- Timeframe: Short & medium term

Scholarships

Desired Outcomes

- Need-based scholarships
- Merit-based scholarships
- Financial Aid Model for UCEAP scholarships
- 50th Anniversary scholarships
- Dan Wise and Duttenhaver Scholarships
- Jasmine Jahanshahi Scholarships
- STA Travel Scholarships
- Other scholarships

UCEAP's Business Model

We will optimize the implementation of our new business model and develop a revenue-sharing model to incentivize campus support for, and participation in UCEAP. We will also consider adjusting or amending the model to accommodate the new programs being developed.

- Lead: Dennis Dent (Finances)
- Participating Units: Director's Office, Human Resources, Research, Regions, GC Finance Subcommittee
- Timeframe: Short & medium term

UCEAP's Business Model

Desired Outcomes

- Revenue-sharing model
- Contingency fund
- Services to campus-based study abroad programs
- Adjustments of program requirements (GPA, class, etc.)
- Improved fee collection
- Improved management of return-to-aid component
- FTE and financial resources for new programming

Student Management

We will design administrative and operational efficiencies to better serve the application, enrollment, orientation, advising, instruction, assessment and return needs of students participating in UCEAP.

- Lead Unit: Regions
- Participating Units: Director's Office, Research, Marketing & Communications, Information Technology
- Timeframe: Short, medium & long term

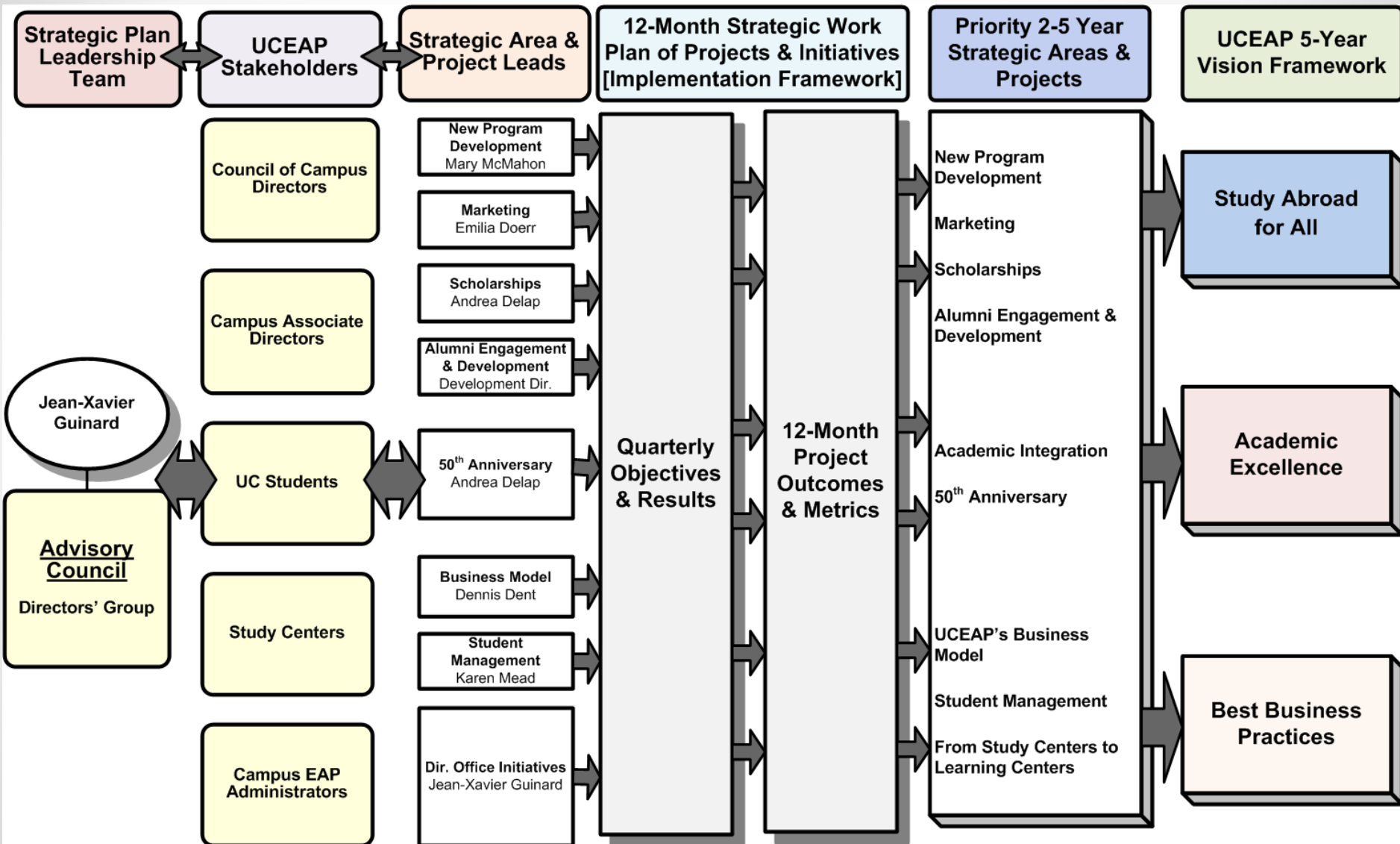
Desired Outcomes

- Direct enrollment (for subset of programs, preferably high-enrollment programs and new programs)
- Streamlined application process
- Streamlined selection and placement processes
- Streamlined academic advising and course selection
- Online orientations
- Streamlined student evaluations
- Streamlined campus re-entry process
- Tracking of UCEAP returnees (for Alumni Association)

Director's Office Initiatives

- **Academic Integration**
 - Set up Faculty and Staff Advisor Liaison Corps on the campuses
 - Start new academic integration effort with the campuses
- **International Student recruitment**
 - Use UCEAP Study Centers for the recruitment of international students
- **International Academic Ventures**
 - UC Online Instruction
 - UC Extension?
 - UC Summer Sessions?
- **Health, Safety & Emergency**
 - Fire Safety & Mental Health
- **Review of Information Technology Unit**
 - Independent, expert review of UCEAP's IT unit and programs
- **Faculty-Led Programs**
 - 50th Anniversary faculty-led programs in summer of 2012

UCEAP Strategic Plan Framework



UCEAP Strategic Plan Implementation

