

### **UCEAP Governing Committee Participants**

**Chair:** Provost Lawrence Pitts

**Members:** David Pan, Cynthia Skenazi, Peter Cheung, William Ladusaw, David Lopez, Pat Turner, Pradeep Chhibber, Daniel Greenstein, Jean-Xavier Guinard, Olga Kagan, David Marshall, Lynn Anderson, Glyn Davies and John Haviland

**Committee Analyst:** Andrea Delap

**Absent:** Gretchen Bolar

**Also Present:** Michael Cowan (former UCEAP Executive Director), Todd Giedt, (Associate Director, Academic Senate), Dennis Dent (UCEAP Budget and Finance Director), Gordon Schaeffer (UCEAP Sr. Analyst)

### **1. Introduction & Updates from UC Provost and UCEAP Governing Committee Chair**

Provost Pitts welcomed the UCEAP Governing Committee to its first meeting of the 2010-11 academic year and the first in-person meeting of the group. The Provost noted that the transition from an acting director of UCEAP had been completed and he welcomed UCEAP Associate Vice-Provost and Executive Director Jean-Xavier Guinard. Also present was former Executive Director Michael Cowan. The Provost thanked Professor Cowan, on behalf of the University, for his service to UCEAP and the University.

Provost Pitts noted that the change in UCEAP's budget model, requested by President Yudof, was almost complete. Downsizing and streamlining associated with the transition to a new revenue model at UCEAP's Systemwide Office and overseas offices has been completed and the program is now on sound footing to develop and grow.

Background about the current University of California budget situation and continuing budget negotiations was provided by Provost Pitts. With the UC budget not yet determined, there is still a possibility of mid-year cuts. Provost Pitts advised the Governing Committee that UCEAP may have to deal with cuts as may all UCOP and UC entities.

### **2. Approval of Minutes**

**Decision:** Minutes from the April 29, 2010 meeting were adopted by the Governing Committee.

**Action:** If any member has any additional changes they should submit them to the Committee Analyst (Andrea Delap).

### **3. UCEAP GC membership, rotation and meeting schedule**

**Decision:** There will be no alterations to the UCEAP Governing Committee membership this year (2010-11).

**Action:** Administrative members should email Committee Analyst, Andrea Delap, and Senate members should email Todd Giedt (Associate Director, Academic Senate) about their preferred length of service on the UCEAP GC (1 or 2 years) so that a rotation schedule for members can be developed. Giedt will inform Provost Pitts and Committee Analyst Delap of the Senate's rotation schedule for UCEAP GC members. Committee Analyst Delap will make the final UCEAP GC Membership roster rotation schedule available to the Committee in advance of the May meeting.

Provost Pitts advised AD Giedt that it will always be useful for the Senate members on the UCEAP GC to include members who also serve on UCIE, UCPB and UCEP.

**Action:** Provost Pitts will designate a new Chair for the UCEAP GC for 2011-12 before the end of the academic year.

Provost Pitts advised the Committee that UCEAP GC members are not on the Committee representing any specific group, campus or committee. Therefore, there are no named representatives of any group on the Committee. He remarked that it is understood that members can be conduits of information to and from other groups to the Committee. The Provost will continue next year (after he has appointed a UCEAP GC Chair) to appoint the administrative members to the UCEAP GC. The Senate will continue to name Senate members.

**Decision:** There will be no alternates for the UCEAP GC.

**Decision:** The remaining two meetings for 2010-11 will be performed via ILinc (videoconference).

**Action:** The Committee Analyst will schedule the two remaining meetings of the UCEAP GC (to take place in late January/early February and May/June 2011) before the end of the calendar year.

The issue of representation from the Council of Campus Directors (CCD) on the UCEAP GC was raised. Consistent with the policy that no single group, campus or committee may have specific representation on the UCEAP GC, the proposed membership of a CCD representative on the UCEAP GC was rejected. It was noted that the Academic Senate could name a CCD member as a Senate appointee. AVP&ED Guinard suggested that he could serve as a representative to the faculty directors on the campuses and in the field. Pradeep Chhibber seconded this proposal.

**Decision:** AVP&ED Guinard will serve as a liaison to the UCEAP CCD and UCEAP Study Center Directors for 2010-11. This decision will be re-assessed at the end of the year.

John Haviland suggested that there should also be alternate institutional channels for the CCD and Study Center Directors to communicate with the UCEAP Governing Committee.

**Decision:** The mechanism for faculty to have input is through the Academic Senate - UCIE, which currently has 3 members on the UCEAP GC.

A concern was raised that Committee members did not have direct contact with UCEAP students. It was noted that Dean Lynn Anderson (UCSD) is a study abroad administrator and that Dean Anderson, and the staff who report to her on the UCSD campus, work directly with UC students going on study abroad programs and UCEAP programs.

**Decision:** The Senate should consider the issue of faculty/student contact when naming Senate representation to the UCEAP GC.

**Decision:** Link to the campuses (CCD and UCEAP Campus Administrative Directors (CAD)) should come through AVP&ED Guinard and UCEAP staff.

**Action:** No formal response has yet come out of the Executive Vice Chancellors Committee about a connection to the UCEAP GC as outlined in the UCEAP GC Charge. The Provost will let the Committee know if the EVCs move forward with this idea.

**Action:** AVP&ED Guinard will provide the Committee with a briefing of the CCD membership and their responsibilities at the next meeting.

#### **4. UCEAP GC Charge**

**Decision:** The Provost approved the Charge as submitted to the UCEAP GC.

**Action:** UCEAP GC members should forward any further comments to Committee Analyst Delap regarding the Charge that could be considered in future discussion.

#### **5. Former UCEAP Executive Director Annual Report**

Former UCEAP Executive Director Michael Cowan thanked UCEAP Systemwide Office staff for assistance in creating the UCEAP Executive Director Annual Report 2008-2010. Professor Cowan provided the Committee with a summary of the report which can be found on the UCEAP GC website and is publically available on the UCEAP webpage at [http://eap.ucop.edu/faculty\\_and\\_staff/UCEAP\\_ExecDirector\\_AnnualReport\\_0810.pdf](http://eap.ucop.edu/faculty_and_staff/UCEAP_ExecDirector_AnnualReport_0810.pdf)

Provost Pitts again thanked Michael for his service to UCEAP and the University of California. He also thanked him for submitting the Annual Report which he forwarded to President Yudof for review.

Provost Pitts welcomed the data comparing the University of California's systemwide study abroad programming with other U.S. institutions. In particular he noted the greater participation of UC students in academic year-long programs and noted that UCEAP's mid-length and summer programs were longer than most other US institutions.

Suggestion: The Provost asked if UCEAP could, in the future, open up our year-long academic programs to other students from other U.S. institutions.

Issue: UCEAP Alumni network, development and the UCEAP 50<sup>th</sup> Anniversary. Provost Pitts remarked that there are some systemwide programs that do fundraising across the system; e.g. COSMOS, MESA etc. University funds provided to such organizations are often matching funds and so the systemwide entities have to go after the other half of the matching funds from other outside sources.

**Action:** Provost noted UCEAP can make a case for development as a system-wide program and the Provost would be happy to take the issue to the EVCs and Chancellors. The University would benefit from UCEAP generating interest amongst UC/UCEAP alumni.

Issue: Closure of Siena program and opening of Florence program in Italy. IED Cowan provided background on the decision to close the Siena program. This was predominantly based on the prohibitively high and unsustainable costs of the program, which ran deficits in recent years. AVP&ED Guinard, later in the meeting, showed the efficiencies that were achieved by closing Siena and opening Florence, explained that there were significant differences between the two programs, and stressed that UCEAP would not have to charge UC students the additional \$1500 program option fee that had been charged for the Siena program. UCIE Chair Haviland noted that UCIE would like to receive the Florence budget information.

Issue: Legal personnel issues in the field. IED Cowan briefed on UCEAP Human Resources and specifically the resources assigned to manage the employment of local personnel in-country. AVP&ED Guinard highlighted UCEAP's legalization efforts abroad as a top priority UCEAP has budgeted for this planned activity. Vice Provost Greenstein noted the new process for establishing foreign affiliates at UCOP and indicated a need to collaborate with UCEAP on this activity.

## **6. UCEAP Associate Vice-Provost and Executive Director Report**

UCEAP Associate Vice-Provost and Executive Director Guinard thanked his predecessor Professor Cowan and noted that he was the architect of the UCEAP business plan being built upon today.

AVP&ED Guinard gave a presentation of UCEAP's vision and goals to the Committee which can be found on the UCEAP GC website and publicly at [http://eap.ucop.edu/faculty\\_and\\_staff/GC/UCEAP\\_JXG\\_GC\\_ppt.pdf](http://eap.ucop.edu/faculty_and_staff/GC/UCEAP_JXG_GC_ppt.pdf)

AVP&ED Guinard opened his presentation with a status report for UCEAP:

- Systemwide academic program that reports to the Provost of the University of California
- Transition to a permanent director
- Downsizing and restructuring –done and over with!
- Budget deficit erased by the end of 2010-11
- New funding model –revenues to come from student fees (General Fund appropriation to go down to 0 by 2013-14)
- Variety of internationalization strategies and international education models on the campuses
- Oversight bodies: UCEAP Governing Committee and University Committee on International Education (UCIE)
- Enrollments –number of participants on the rise, FTE count steady
- Shorter term programs up (particularly summer) and immersion (particularly year-long) down

He proceeded to describe the three component of UCEAP's vision;

1. Study Abroad for All
2. Academic Excellence
3. Best Business Practices

Study Abroad for All - Promote study abroad for all UC students;

- Raise funds for scholarships and pursue grants
- Diversify program offerings
- Further academic integration
- UC Administration & Faculty support and advocacy
- Promote study abroad for all UC students
- Engage new student cohorts

Academic Excellence - Maintain and/or improve program quality through;

- Benchmarking (institutions, programs)
- Research
- New Faculty oversight models
- Program reviews
- Academic Senate –UCIE

Best Business Practices - With UCEAP's new business model we will;

- Launch a new website & student marketing tools
- Build up and streamline our data repository
- Develop programs informed by market research
- Build a contingency fund
- Invest in infrastructure, staff and information technology
- Lead in safety and emergency protocols

#### **UCEAP AVP & ED Immediate Priorities –Fall 2010**

1. Develop UCEAP budget and present to UCEAP Governing Committee and UC Provost
2. Campus visits –meet with administrators and international programs offices to assess needs, continue to restore relations and provide UCEAP status update
3. Develop administrative partnership with campus –UC Santa Barbara

#### **Other key issues include:**

Development

- Engage UCEAP alumni and the private sector in our enterprise
- Examine fund-raising opportunities for student scholarships, special initiatives and staff development
- Prepare for UCEAP's upcoming 50th anniversary

Reciprocity

- Fundamental part of UCEAP's business model and identity
- Two thirds of UCEAP's programs have a reciprocity component
- UCEAP Resolution regarding UCDC
- Additional cost of participation in UCDC Program by Reciprocity students to be borne by host campus

#### **New Initiatives may include;**

- UCEAP Quarter programming

- Gap Summer Abroad for UC transfer students
- (Limited) strategic partnerships with third-party providers
- California Study Abroad initiative –partnership with CSU and/or private universities

The Provost congratulated UCEAP on its record in dealing with student health, safety and risk issues abroad and remarked that UCEAP is a recognized nationally for its excellence in this area in the field of study abroad.

**Action:** UCEAP GC to send feedback and provide comments on the UCEAP/UCSB partnership MOU in advance of the next meeting where action on this issue will take place.

**Action:** UCEAP GC members to provide input on the 50<sup>th</sup> Anniversary planning and events.

**Action:** Provost Pitts asked AVP&ED Guinard to provide the UCEAP GC a white paper on Reciprocity, discussing the reciprocity model, pros and cons, and the funding streams that are related to the reciprocity students and the outbound UC students.

Issue: Systematized approval of UCEAP courses for UC students' majors and minors. Under Dean Anderson's leadership, UCSD is creating a database of courses for study abroad. David Lopez suggested that the Provost's Office is the appropriate source for a message on UCEAP academic integration to go out to the campuses. Provost Pitts noted that if UCIE wants to consider the issues and some solutions he would be happy to bring these recommendations from the Senate (UCIE) to the Chancellors and EVCs with his support.

**Action:** The Provost encourages UCIE to work with the campuses and departments to make it more systematic that UCEAP courses fit students' UC major and minor requirements. UCIE could lend its voice to encourage campuses to systemize academic integration.

**Action:** UCIE Chair Haviland and UCIE will take the lead in drafting a white paper on academic integration requested by the Provost. The paper should address how the University improves the academic integration of UCEAP courses, with students' UC major or minor.

Suggestion: Vice Provost Greenstein noted that if there are efficiencies to be gained from the development of new processes and systems, there are no-interest loans available from UCOP to assist with the development of these systems.

Issue: Ability of students to transfer into a UCEAP program (Gap Summer Abroad) in advance of entering UC. AVP&ED Guinard noted there would be some policy questions to be addressed that would require the assistance of many UC colleagues, including the UCEAP GC. Dean Lynn Anderson is very supportive of the idea of assisting transfer students into a study abroad experience.

Suggestion: Provost Pitts recommended if we moved forward with a CSU partnership we might want to go forward with the Pacific Rim, Mexico/Latin America partnerships.

Suggestion: David Marshall suggested the Peace Corp 50<sup>th</sup> Anniversary was impressive and recommended UCEAP needs to consider something similar when planning for its 50<sup>th</sup> Anniversary. All campuses need to promote UCEAP and study abroad and use in recruitment efforts of both UC students and also international students.

Suggestion: AVP&ED Guinard noted that the study abroad message is missing from many Chancellor Convocation statements. It would assist study abroad efforts greatly if it was promoted by the President and Chancellors. Perhaps the UCEAP GC and UCIE can be advocates with senior administrators on campuses to help promote this message.

### **UCEAP Business Plan Projections (Dennis Dent / Gordon Schaeffer)**

Dennis Dent, UCEAP Budget and Finance Director and Gordon Schaeffer, UCEAP Senior Analyst presented the UCEAP budget and business plan. The presentation can be found on the UCEAP GC website.

UCEAP requested the UCEAP GC recommend the follow three budget actions to the Provost.

1. Approval of the 2011-2012 Budget
2. Approval of the POF fees, and the Flexibility to Adjust them to the Student's Advantage
3. Approval of Segregating the Contingency Reserve from Operations

**Action:** UCEAP will break down budget line items (e.g. Int'l Office Academic/Instructional/ Admin Exp, Student Fees etc.)

**Action:** UCEAP will provide the UCEAP GC with more detailed budget spreadsheets that may be reviewed by the Committee even if it is not possible to provide that level of detail during presentation at the meetings themselves.

**Action:** UCEAP will work with Vice Provost Greenstein offline to review the UCOP appropriation figures.

Comments on the UCEAP contingency reserve:

- David Lopez supported the contingency reserve noting that UCAEP needs to deal with all the contingency issues that the University and campuses deal with.
- Pat Turner seconded this.
- Glyn Davies noted that the figure was still conservative.
- Dan Greenstein noted that UCEAP needed to get the balance between having a sufficient reserve and not having the funds swept.
- Dennis Dent advised the group that UCEAP has obtained a unique fund number to house the UCEAP contingency reserve.

Issue: Staffing in the UCEAP Systemwide Office:

- Projected staffing increases are arrived at using UC policies and guidelines and are appropriate under both UCOP and UCSB administrative structures. UCOP is using modest salary and benefit increases to project future budgets and UCEAP has taken the advice of UCOP budget and planning personnel to reflect these possible increases in

UCEAP budgets. It is also anticipated that UCEAP may need to modestly increase staff/faculty FTE at UCEAP Systemwide Office. Provost Pitts noted that if merit increases for faculty and non-represented staff were approved by the University it would affect the UCEAP budget and this must be taken into account in budget projections.

Suggestion: Provost Pitts noted that UCEAP needs to talk with UCLA and UCOP about IT systems upgrades and particularly the Hyperion System.

Issue: Impact of Study Center Directors reductions on international costs.

- The reductions are reflected in the current UCEAP budget projections but the budget also takes into account increased costs for other forms of faculty oversight or management.

Issue: Current UCEAP student fees.

- UC Tuition
- UC Student Services
- Participation Fee (\$600 – held steady)
- Dual Enrollment (\$50)
- Program Option Fees (applied to small number of programs, amounts vary – see POF chart for details)

Issue: Are the UCEAP budget projections targets?

- The Provost noted the UCEAP budget is not a contract, it is a planning tool. He also noted that the purpose is not to lock in projections or targets.

Vice-Provost Greenstein noted that the scope of the program has an impact on its costs and revenues. Until that can be presented then it is impossible to assess the viability and potential for sustainable growth.

Issue: Cross-subsidization of certain UCEAP programs. Is it the work of the UCIE committee to identify those programs that should be subsidized?

- Provost Pitts noted that the UCEAP GC needs to be involved in these conversations and UCIE needs to recognize that, if they recommend cross-subsidization.

**Action:** UCEAP Program by program budget information, where available, should be provided to the UCEAP GC.

**Action:** UCEAP will post historical program budget data on the UCEAP GC website.

Issue: What would UCEAP do if the UCOP allocation went down quicker than is currently outlined in the budget plan?

- Guinard responded that UCEAP would most likely have to come back to the UCEAP GC with a request to adjust nominally an increase in the student participation fee. Provost Pitts suggested that if there was a mid-year cut this year (2010-11) then it would be the state appropriation component of the UCEAP budget that would be at risk.

David Lopez reminded the group that the UCEAP GC is only recommending a one year budget to the Provost and not three and thereby motioned that the UCEAP GC recommend the adoption of all three of UCEAP budget requests.

1. Approval of the 2011-2012 Budget

2. Approval of the POF fees, and the Flexibility to Adjust them to the Student's Advantage
3. Approval of Segregating the Contingency Reserve from Operations

UCEAP GC members voted unanimously to approve the UCEAP budget proposal and three specific requests listed above, with none opposed and no abstentions.

**Decision: Provost Pitts approved the UCEAP budget proposal for 2011-12 in full as presented, with the caveat that adjustment may have to be made once the entire divisional budget is finalized.**

Suggestion: The UCEAP Systemwide Office needs the flexibility to adjust program option fees but UCEAP needs to provide more information on the methodology for determining these fees.

The Provost has delegated authority to approve the UCEAP Program Option Fees. There are approved by the Provost using the Course Materials Fee mechanisms used by the Chancellors on the campuses.

**Action:** UCEAP GC members asked that the UCEAP budget presentation in February contain more of the budget detail previously provided.

**Decision:** It was agreed that the preferred format and presentation of the UCEAP budget would be an agenda item for the February meeting.

## **7. UCEAP: UCSB Partnership**

**Decision:** The Committee agreed to support the idea of the UCEAP-UCSB administrative partnership in principle and to provide further input via email.

Vice-Provost Greenstein and AVP&ED Guinard noted the key elements of the MOU from UCOP's and UCEAP's perspectives.

- As it is expected that the UCOP budget will continued to decrease and UCOP functions are increasingly funded by the campuses for the services provided, it is key that, where possible, programs partner with campuses.
- Retain the systemwide nature and identity of the UCEAP program.
- Maintain firewalls between UCEAP and UCSB budgets.

Vice-Provost Greenstein spoke about the UCOP deadlines and need for UCOP to remove UCEAP from the UCOP books by certain deadlines which was driving the timeline of this process.

**Action:** UCEAP GC is to provide input of this Memorandum of Understanding (send input to Committee Analyst Delap as soon as possible).

**Action:** The Provost needs to make a decision about the administrative partnership early in the New Year. The Governing Committee is advisory to the Provost on these issues.

## **8. Schedule of UCEAP GC Meetings**

**Decision:** The UCEAP GC will meet two more times during the 2010-11 academic year.  
Late January /early February Meeting – Teleconference Meeting  
May/June Meeting – Teleconference Meeting

**Decision:** After a call for volunteers for a Finance Sub-Committee it was decided that the following UCEAP GC members will participate, David Lopez, David Pan, and Glyn Davies. AVP&ED Guinard and other UCOP/UCEAP staff will also participate. The Finance Sub-Committee will report back to the UCEAP GC.

**Action:** The Finance Sub-Committee members will be contacted by Committee Analyst Delap to arrange a meeting before the next UCEAP GC meeting.

Meeting concluded at 12noon  
Notes submitted by Committee Analyst Delap