

UIC Global Steering Committee

Minutes

April 9, 2019

Attendees

UIC Steering Committee Members: Neal McCrillis and Janet Parker. UIC guests: Jim Hammerschmidt, Josephine Volpe, Oscar Rodriguez and Don Wink.

Shorelight Education Steering Committee Members: Bill Colvin (Co-Chair), Jim Sheehan and Dan Grace. Shorelight guests: Kali Heifetz and Marshall Houserman.

Previous Business

Heifetz welcomed all the UIC representatives, the largest group to attend a Shorelight Partnership Summit. She shared the minutes of the February Steering Committee meeting, which were approved unanimously.

Marketing and Enrollment Projections

Michael Huckaby, Chief Shorelight Marketing Officer, reviewed marketing updates related to the partnership.

Heifetz indicated that Summer 2019 confirmations are up about 12% compared to a year ago but the final enrollment is likely to be largely unchanged (45-50). In terms of regions, Southeast Asia is up, and South Asia is down. The application deadline is April 16.

Heifetz reviewed Fall 2019 enrollment projections. The UIC Global Graduate Direct launch was the largest launch at any Shorelight partner. There was a very large number of applications from South Asia where agents anticipated the launch and prepared the market.

Shorelight has created a new UK and W. Europe region. Carmen Atkinson (former director for LATAM) is the director for the new region and is eager to promote UIC in her new role.

NET 12 Discount

Although the summer discount percentage is an estimate, for the year (Fall 2018—Summer 2019), the Net 12 will be 12.99%. This calculation includes Pre-Sessional students as well UIC Global Accelerator and International Direct programs. The Pre-Sessional students do not receive Net 12 discounts, and if they do not progress into the accelerator programs, the Net 12 discount percentage on the smaller pool becomes increases.

Parker asked whether Pre-Sessional students should be included in the Net 12 pool. Colvin suggested that they could look at a region-by-region average, allowing for lower or higher discounts by region in order to hit the target average. Parker suggested that Pre-Sessional numbers should be excluded completely from the Net 12 discount calculation.

Comparative Regional Enrollment Analysis

Heifetz shared a chart that showed enrollment by intake and year to date. UIC Global enrollments are midway between the low and middle range of projections.

Grace noted that the projected enrollment of undergraduate students from South Asia is down from previous intakes. Colvin noted that recruitment from South Asia is not as high as it could be if discounting was provided in that market.

Colvin also noted that recruitment is slower to develop in some regions compared to South Asia or China. Heifetz echoed Colvin's explanation. Recruitment in China has also declined as part of the broader national pattern. On the other hand, recruitment from Southeast Asia and places like Myanmar continues to improve. Recruitment is also improving slightly in Latin America. Colvin noted the success in Latin America due to the hard work of Shorelight staff.

Heifetz said that they are seeing great success from the campus visits. Many of those who have visited later confirm with UIC. Shorelight will continue to expand the number of visits, and UIC Global is excited to take on the extra work because its impact.

Heifetz asked if we are looking for recruitment targets. Rodriguez indicated he could sit down with Houserman and Kevin Browne to see where UIC wants to steer recruitment. Where is UIC with its own applicants versus the Shorelight trends?

McCrillis welcomes the shift in recruitment to create a more diverse intake and reduce reliance on South Asia and China. This will make us less vulnerable and mitigate some of the challenging on-campus dynamics. He hoped to increase the numbers from Middle East & North Africa. In general, the increased diversity is the right direction for UIC even if the total intake is lower.

McCrillis also suggested it would be good for the partnership to develop a strategy for recruitment looking forward over the next 3-4 years. This would help us decide which regions would be best for Familiarization Tours, for example. A strategic recruitment plan would help guide the partnership. Heifetz agreed she would like to see targeted recruitment efforts based on a longer-range vision.

Academic Chair Update

McCrillis noted how Don Wink has been a key figure over the past 3 years as Academic Chair (AC). It was a tremendous challenge for him to take on this role in August 2016 when no

program existed and there were no UIC Global staff. Wink will be stepping down in order to take up new professional opportunities. Heifetz also thanked Wink for his hard work over the past three years. Wink responded by thanking the Steering Committee members for their kind remarks and promised to attend the July meeting.

McCrillis stated that the Office of Global Engagement has created its first AC job description with the assistance of Wink and the Susan Poser. The AC will be chosen from amongst UIC's tenured associate and full professors. McCrillis has spoken with several potential candidates and he hopes to have a recommended candidate for the Steering Committee by late May.

Pre-Sessional Analysis

Heifetz presented material she developed with her UIC Global team to analyze the Pre-Sessional (PSE) program run by TIE for UIC Global students whose English proficiency is too low to enter the accelerator programs.

Of the Fall 2018 cohort, only 15% have progressed from PSE into the Extended Accelerator Program (EAP). Many are continuing in PSE but attrition (withdrawal, transfer or dismissal) is also important. Amongst the Fall 2017 cohort of students, 40% progressed into EAP, 9% remain in PSE and 51% withdrew, transferred or were dismissed. In general Heifetz argued that PSE students are taking too long to progress or are failing to progress at all into the EAP.

Colvin stated that across the Shorelight partnerships less than 5% fail to progress. Reports of a low rate of progression at UIC are hurting recruitment according to the China Regional Director.

Heifetz stated that UIC Global's increasing focus on the Middle East & N. Africa where many students will need the PSE means progression challenges must be addressed.

McCrillis stated that these reports need to be jointly prepared by the TIE leadership and UIC Global. Since TIE are our ESL experts, their lack of involvement in the progression report raises very serious concerns. McCrillis asked that all future PSE progression reports be based upon a framework agreed upon by the whole partnership and rooted in TIE's analysis.

McCrillis suggested that any analysis should take into account the students' country of origin. TIE has raised concerns about their instructional model, which is four teaching days per week and long gaps between the 12-week terms. TIE is also concerned about students' placements, which are done by UIC Global. McCrillis encouraged everyone to find out where some of the problems and issues are so we can tackle them.

Heifetz noted that there have been a couple meetings regarding possible changes in the placement procedures. The Academic Quality Assurance Subcommittee is preparing a

proposal. However, she wondered if the lack of student success is due to poor attendance or if poor attendance reflects low levels of engagement or poor classroom management? Heifetz noted that UIC Global offered workshops to increase student engagement but few students participated. McCrillis suggested students probably saw these as not integral to their study.

McCrillis emphasized the importance of correct student placement. TIE has requested that placement be done by TIE as it is done by other academic areas (Math, Chemistry and English). He asked that we develop a consistent approach on placement governed by UIC.

Colvin noted that there are placement scores articulated already so are these followed? Wink noted that pre-arrival test scores are not reliable and there is often multiple testing after arrival and this is done by UIC Global, not TIE.

Heifetz urged the partnership to develop a clear system and guidance based on collaborative analysis. Colvin emphasized the need for both sides to sit down and determine how to address the issue.

Wink noted that in the EAP courses we are seeing higher levels of success year to date compared to the Fall 2017 cohort. Once the data is available, if the apparent improvement does not prove true, then we will know we have a problem.

Colvin noted there is real work to do together but lots of resources available through the partnership.

McCrillis asked that Kali or Sandy work directly with TIE to map out a framework for data collection and analysis. Jason Romano must be involved. Colvin assured everyone that the UIC Global information is presented in the same way with all their partnerships.

Marketing Update

Michael Huckaby, Shorelight Chief Marketing Officer and head of US News and Global Education, stated that he hopes to elevate UIC's global brand. He noted that Shorelight is very aware of how any marketing or communication deviations at the local level would harm the UIC brand. Shorelight will work hard at training and managing communication of the brand. If we have an agent or team member not messaging correctly, Shorelight will respond.

McCrillis expressed appreciation for Colvin, Heifetz and Huckaby responding right away and taking this matter seriously. It is essential that UIC's reputation and standards be maintained. Some deans expressed concerns about any communications that diminish UIC. We must be very careful in ensuring we have professional and accurate messaging.

Colvin noted that these issues can create tensions in the partnership but he was very glad to see all the ways in which people have come to work together on this. Heifetz stated that the UIC Global Marketing Coordinator is much more involved in all marketing and messaging.

Pre-Sessional TIE Draft Proposals

As part of the strategies for increasing student engagement and progression, TIE is considering proposals to add Friday instruction and additional weeks of instruction after the 12-week TIE term as optional add-on programs for additional fees.

Hammerschmidt noted that TIE's I-17 should be modified if the changes were made.

Heifetz thought the proposals have merit although she is concerned about the price increase. She asked whether competitive pricing meant pricing in comparison to other Shorelight partners or other ESL programs in Chicago.

Colvin mentioned that he raised the price concern a year ago when a possible increase in Pre-Sessional tuition was discussed. He wondered if existing instruction could be spread out to cover instruction after Week 12. McCrillis indicated he was not sure. He guessed that the current weekly and term schedule probably reflects the private-pay self-sustained IEP that existed before UIC Global.

Volpe suggested that the new classroom-scheduling grid approved by UIC for Fall 2018 might encourage TIE to spread their classes over the whole week and into a 15-week term. McCrillis noted that TIE courses were recently approved by the Faculty Senate and will be entered into Banner like other UIC courses. This would make transitioning to the UIC classroom-scheduling model easier as well as providing more integration and support for TIE students.

Coming back to the original proposal, Heifetz stated that Jason Romano believes that their students need more contact hours to become proficient and advance to the next level. Colvin stated he would first like to see more analysis that demonstrated the changes would increase retention. Heifetz indicated she wanted to know if an expanded program at a higher tuition cost would attract or deter applicants. Colvin agreed.

McCrillis suggested that the 3-day weekend might be less of an issue than the short 12-week term. Wink noted that the short term gives TIE less time to remediate or correct problems amongst students. McCrillis wondered if the long break between 12-week terms leads more students to leave or transfer. Wink noted the students might progress and still leave during the long break.

The meeting adjourned at 3:35.