

## **COMMITTEE ON INTERNATIONAL EDUCATION 2006-07 Annual Report**

To the Academic Senate, Santa Cruz Division:

During the 2006-07 academic year, the most significant activity of the Committee on International Education (CIE) was to investigate the funding of International Education at UCSC. In addition to focusing several meetings on funding issues, CIE reviewed and commented on the draft academic plan and provided input on the search for a new Chancellor at UCSC. In both cases we stressed emphasis on campus directions that will make students better prepared to embrace our increasingly globalized society. CIE continued to support the campuswide efforts to better integrate Education Abroad Program (EAP) courses into undergraduate majors. The Committee on International Education also became interested in using its influence to develop more undergraduate majors in International Studies at UCSC. To better foster connections to the Divisions of Social Sciences and Humanities we appointed a liaison linking CIE to the divisional committee on international studies majors. This year, CIE also began the review of the systemwide report from the "Joint Ad Hoc Committee on International Education". The implementation of this report plus an ongoing systemwide financial review of funding of International Education will have major impacts in the coming years.

CIE's efforts this year have been well supported by Rebecca Sweeley and the staff of the Office on International Education. We also thank Vice Provost and Dean of Undergraduate Education (VPDUE) Bill Ladusaw and VC of Planning and Budget Meredith Michaels for their assistance with the investigation into funding of International Education at UCSC. Laurie Babka of the Academic Senate Office provided prompt and insightful support and advice on Committee administrative matters.

### **Support of International Education at UCSC**

#### **Summary**

The UCSC Office of International Education (OIE) has suffered repeated financial crises during the past several years. OIE has been burdened with an unusually high workload in comparison to comparable offices on other UC Campuses. High workloads combined with low wage classifications have caused high staff turnover, adversely affecting the ability of the office to service UCSC. Last year VPDUE Bill Ladusaw, resolved some of these funding issues. However, the overall financial state of OIE remains precarious, due to unstable external funding from the University Office of the Education Abroad Program (UOEAP) and unfunded advising mandates for other international programs, and continuing staff shortages. Because of the difference between student FTE sent abroad and those coming to UCSC from partner institutions, the campus realizes a financial gain from EAP students. We urge the VPDUE to carefully consider the growing workload and unstable state of external funding, in supporting OIE. The current senior leadership

of this office has been effective in dealing with the financial/staffing crises but cannot continue at their current level of effort. Moreover, the entire UC program of International Education is being reorganized leading to new dangers and opportunities for international education.

## **Introduction**

Perennial funding crises within the Office of International Education behooved the Committee on International Education (CIE) to investigate the flow of resources to the OIE. OIE supports visiting faculty, postdocs, and students in obtaining proper visas and documentation. It also runs the UCSC Education Abroad Program. Historically the Office of International Education has been under-funded on an EAP student per capita basis in comparison to similar activities at other UC campuses (Table 1). To cover basic services EAP has relied on an annual “soft” allocation from the Universitywide Office of the Education Abroad Program. Low classifications and high workload for staff have led to high turnover and difficulty in maintaining consistent service levels, threatening the very core of international education at UCSC. CIE’s investigation involved an assessment of the potential resources for international education, the expenditures by OIE and their historical variation, an attempt to understand how potential resources flow to the office, and the workload challenges in OIE.

## **Funds Incoming to UCSC from International Exchange Activities**

Students who go abroad on EAP pay normal UC fees as well as campus-based fees. They are not charged any additional fees to matriculate at foreign universities. Foreign EAP exchange students (those coming to UCSC) pay fees/tuition to their home campuses, and UCSC campus-based fees. Because more students go abroad from UCSC than come to UCSC from foreign campuses, there is an influx of funds from this exchange activity; the EAP students pay standard UC and UCSC fees even though they are physically absent from campus and therefore do not make use of campus resources.

UCSC EAP sent 284 student-FTE (458 headcount students) abroad during 2006-07. UCSC EAP hosted 80 student-FTE (102 headcount) exchange students during this time. Thus, UCSC received credit for 204 FTE that were not on campus during 2006-07. One of the principal fees paid by each of these students is the “Education Fee” which was a net of \$3336 in 2006-07 after the deduction of the contribution to financial aid funds (VC Meredith Michaels personal communication). Thus the “Education Fee” paid by 204 (net) UCSC EAP FTE generated a net income of \$680,545.

The Education Fees are laundered by the University Office of the President before being returned (in some form) to UCSC. Campus programs are not funded only based on student numbers. Therefore, the Office of International Education has no explicit claim to monies generated by UCSC students going abroad. But the monies paid by EAP students illustrate the positive budgetary impact of international education and the campus should be mindful of this sum when allocating funds to OIE.

## **Funds Outgoing to International Education at UCSC**

At the request of CIE, VC Meredith Michaels provided documentation of the support for the Office of International Education from 2001-02 through 2005-06 (Tables 2 and 3). The figures from Vice Chancellor-Michaels' indicate funding has increased progressively in response to some of the financial issues mentioned above. These increases in funds have allowed advisor positions in the EAP office to be reclassified to bring them in line with rates paid on other campuses. Also the funding for International Students and Scholars (ISSS) has been increased, primarily in response to U.S. government requirements, post 9/11/2001, imposed by the Department of Homeland Security.

The budget structure of OIE is divided between 3 functional areas: ISSS, EAP and General Support. "General Support" incorporates those staff positions and expenses that overarch all areas of the office. Income and expenses occurring in General Support, including the positions of Director, Office Manager and Process Manager, should be equally divided between EAP and ISSS, but are included under EAP on the tables provided by the Vice Chancellor's Office. In the following description of costs the budget of all the General Support and EAP are combined as shown in Table 3. The clearest comparison between outgoing and incoming funds can be made by viewing the funding for the EAP and General Support (Table 3). From academic years 2001-02 to 2005-2006 available funds have increased from \$253K to \$356 K, whereas expended funds have ranged from \$272 to \$306 K.<sup>1</sup> Although the Vice Chancellor's Office did not provide an estimate of the 2006-07 expenditures by for EAP and General Support, its staff believes the total amount will be about \$417K for this academic year.

The EAP office has changed from deficits during the 2001-02 and 2002-03 years to substantial surpluses, primarily through salary savings due to vacant positions. Advisors have been turning over because of the low salaries, ironically resulting in savings, but also in unacceptably high workloads, a lack of advising knowledge, and constrained in-person advising from the remaining staff. Although there are no final figures provided for the 2006-07 year, the number of FTE in the office associated with foreign visa support increased, resulting in a much more stable staffing arrangement for the ISSS functional area.

## **Recommendations for Funding International Education at UCSC**

The VPDUE Ladusaw responded effectively to the extreme funding crisis in the OIE during the 2005-06 academic year, and for that CIE is grateful. However, because of endemic issues in support of international education on this campus, and a pending Universitywide reconsideration of international education and its funding<sup>2</sup>, we have serious concerns about the support and maintenance of a strong program at UCSC.

**Staffing Concerns:** The UCSC EAP operation has the leanest EAP staffing structure in the UC system and the highest student to advisor ratio.<sup>3</sup> High workload is a central

contributor to staff departure and at times exacerbates staff health problems. In addition CIE feels that many of the critical student issues experienced this year might have been lessened if advisors could have intervened at an earlier period.<sup>4</sup> **An additional EAP advisor is urgently needed.**

**Preferences for Semester Programs: An assessment of support needs must be based on headcount, rather than per FTE.** The majority of students today participate in Semester Programs, as opposed to full-year programs. In 2006-07 458 EAP students studied abroad yielding 284 FTE. Services are delivered on a per student basis, not on an FTE basis.

**Unfunded Mandates:** International education offices systemwide are facing mandates to expand the scope of services offered to students wishing to study abroad. Broadened services will include facilitating student plans for participation in non-EAP programs and extra steps for those wishing to study in countries with U.S. State Department travel warnings that are not served by EAP. The Fulbright grant support facilitated by OIE is an unfunded activity at this point. **The numerous ancillary support functions of OIE are positive indicators of the broad interest in and significance of international education to the campus; adequate support of these activities must be provided.**

**“Soft” Funding from UOEAP:** Currently the UCSC EAP operation is utterly dependent on UOEAP monies to support study abroad and other activities. Of great concern is the development of a new UOEAP funding model that might not include or severely reduce campus allocations. UCSC EAP would not be able to deliver current service levels should this happen. **The UCSC Administration must strive to regularize the soft funding from UOEAP.**

<sup>1</sup> Please note: the amount of funds available in the attached report includes the one time funding allocations from \$112,000 UOEAP (\$20,000 + \$92,250) as well as scholarship funds (\$5,000). In 2005-06 of the \$356K available, \$239K was provided by UCSC.

<sup>2</sup> Report of the UC Joint Ad Hoc Committee on International Education, UC Office of the President, Winter 2007.

<sup>3</sup> Data from 2005. See attached Table 1. Staff have been augmented systemwide. Salaries were improved in 2006 but additional EAP FTE was not allocated.

<sup>4</sup> This year two UCSC students died while on EAP (and 4 more UCSC students were involved in these incidents); several students withdrew early in their programs saying they were poorly prepared; others were placed on disciplinary probation while abroad. These unfortunate incidents might have been prevented or their impact lessened if the students were better prepared prior to departure. We worry that the current system lacks sufficient and sufficiently well-trained advisors to accomplish this training.

**EAP STAFFING LEVELS AND ENROLLMENT COUNTS: INFORMAL COMPARISONS  
 (FTE IN JUNE 2005)**

Position	Berkeley	Davis	Irvine	Los Angeles	Riverside	San Diego	Santa Barbara	Santa Cruz
SAO IV	0.5	0.82	0.56		0.5		1	
SAO III					0.2	0.6		
SAO II	7	4.3	2.51	2	0.7	2.7	4.5	1
SAO I		0.75		2	0.9	1.45		1.85
Asst. SAO						0.7		
AAIII		0.33	0.48		0.05		1	
AAII	1	0.2	0.93				1	
AAI				1	0.2			0.5
Counselor I								
Programmer Anal. I						0.65		
Prog. Rep.					2			
MSO III								0.5
MSO II				1				
Prin. Admn. Analyst I			0.93					
<b>TOTAL FTE STAFF</b> (Excludes Student Workers)	8.5	6.4	5.41	6	4.55	6.1	7.5	3.85

**FTE ENROLLMENTS  
 2004-05:**

Regular Academic Yr.	419	237	256	280	73	387	307	337
Summer	44	34	48	50	21	63	24	45
<b>TOTAL FTE ENROLL.</b>	463	271	304	330	94	450	331	382

<b>ENROLL. PER STAFF</b>	54.47	42.34	56.19	55.00	20.66	73.77	44.13	99.22
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Table 1. UC-wide survey of staffing, enrollments and workload in EAP offices.

**Office of International Education Multi-Year Financial Summary**

	2001-02		2002-03		2003-04		2004-05		2005-06		2006-07		2007-08	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>Funds Available</b>														
Permanent	4.64	222,860	5.74	268,220	7.90	369,500	7.90	354,800	7.84	354,800	9.50	441,500	9.50	479,308
One-Time														
Benefits/Leave Adj		41,117		64,112		81,358		75,199		113,326				
Merits/Range Adj		3,088		2,804		375				11,277				
Central Allocation		50,000		72,020		(5,000)		1,203		85,599				
UOEAP/Gifts & Endowments		58,648		96,950		90,030		116,371		121,501				
Other								5,537						
One-Time Subtotal		152,853		235,886		166,763		198,311		331,703				
<b>Total Funds Available</b>		<b>375,713</b>		<b>504,106</b>		<b>536,263</b>		<b>553,111</b>		<b>686,503</b>				
<b>Expenditures</b>														
Staff Salaries		212,403		254,739		319,864		307,492		359,144				
General Assistance		80,381		42,231		52,473		81,798		94,750				
Benefits		62,899		64,251		88,751		91,358		123,706				
Other		32,065		74,314		40,663		47,677		67,452				
<b>Total Expenditures</b>		<b>387,749</b>		<b>435,535</b>		<b>501,751</b>		<b>528,325</b>		<b>645,052</b>				
<b>Yearly Balance</b>		<b>(12,036)</b>		<b>68,571</b>		<b>34,511</b>		<b>24,786</b>		<b>41,451</b>				
Prior Year Carry Forward		(26,558)		(38,594)		29,977		64,488		89,274				
<b>Cumulative Balances</b>		<b>(38,594)</b>		<b>29,977</b>		<b>64,488</b>		<b>89,274</b>		<b>130,725</b>				

Table 2: Overall summary of support for International Education at UCSC. See Table 3 for breakdown between various sub-functions.

Office of International Education Multi-Year Financial Summary

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
	FTE	FTE	FTE	FTE	FTE	FTE	FTE
	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
<b>International Students and Scholars Support</b>							
<b>Funds Available</b>							
Permanent	1.84	1.84	1.84	1.84	1.84	1.84	1.84
One-Time							
Benefits/Leave Adj	15,679	23,332	34,717	47,410	66,552	6,226	6,226
Merits/Range Adj	1,249	954	(5,000)		64,673	(5,000)	
Central Allocation		39,000	(10,729)	12,375	132,451		
Other	6,685	52,559	16,421	59,786			
One-Time Subtotal	23,613	82,816	11,722	120,266	177,126	6,226	6,226
<b>Total Funds Available</b>	<b>123,136</b>	<b>153,747</b>	<b>185,415</b>	<b>244,991</b>	<b>330,322</b>	<b>202,183</b>	<b>222,571</b>
<b>Expenditures</b>							
Staff Salaries	84,237	87,855	124,569	162,288	218,981	218,981	218,981
General Assistance	2,308	12,016	18,785	23,079	28,931	28,931	28,931
Benefits	15,679	23,472	40,861	51,577	67,021	67,021	67,021
Other	9,428	40,080	11,541	10,388	24,046	24,046	24,046
<b>Total Expenditures</b>	<b>111,652</b>	<b>163,423</b>	<b>185,756</b>	<b>247,331</b>	<b>338,985</b>	<b>338,985</b>	<b>338,985</b>
<b>Yearly Balance</b>	<b>11,484</b>	<b>(9,777)</b>	<b>(10,341)</b>	<b>(2,341)</b>	<b>(8,657)</b>	<b>(8,657)</b>	<b>(8,657)</b>
Prior Year Carry Forward	33,919	45,403	35,627	25,286	22,945	22,945	22,945
<b>Cumulative Balances</b>	<b>45,403</b>	<b>35,627</b>	<b>25,286</b>	<b>22,945</b>	<b>14,288</b>	<b>14,288</b>	<b>14,288</b>
<b>Education Abroad and General Support</b>							
<b>Funds Available</b>							
Permanent	2.80	167,032	4.90	200,506	3.94	156,929	5.50
One-Time							
Benefits/Leave Adj	25,438	40,779	46,641	27,789	46,774	5,051	5,051
Merits/Range Adj	1,839	1,850	375	0	5,051	20,926	20,926
Central Allocation	50,000	33,020	0	1,203	116,371	121,501	121,501
UDEAP/Gifts & Endowments	58,648	96,950	90,030	116,371	121,501	199,252	199,252
Other	(6,685)	10,728	13,296	(6,838)	5,000		
One-Time Subtotal	129,240	183,327	150,342	138,525	288,600	226,728	226,728
<b>Total Funds Available</b>	<b>252,577</b>	<b>350,359</b>	<b>350,848</b>	<b>308,120</b>	<b>356,181</b>	<b>283,917</b>	<b>550,303</b>
<b>Expenditures</b>							
Staff Salaries	128,166	166,784	195,295	145,205	140,163	140,163	140,163
General Assistance	78,073	30,214	33,688	58,719	65,819	65,819	65,819
Benefits	47,221	40,779	47,890	39,781	56,685	56,685	56,685
Other	22,637	34,235	29,122	37,289	43,406	43,406	43,406
<b>Total Expenditures</b>	<b>276,097</b>	<b>272,012</b>	<b>305,995</b>	<b>280,994</b>	<b>306,073</b>	<b>306,073</b>	<b>306,073</b>
<b>Yearly Balance</b>	<b>(23,520)</b>	<b>78,347</b>	<b>44,852</b>	<b>27,126</b>	<b>50,109</b>	<b>50,109</b>	<b>50,109</b>
Prior Year Carry Forward	(60,478)	(83,997)	(5,650)	39,202	66,329	66,329	66,329
<b>Cumulative Balances</b>	<b>(83,997)</b>	<b>(5,650)</b>	<b>39,202</b>	<b>66,329</b>	<b>116,437</b>	<b>116,437</b>	<b>116,437</b>

Table 3. Table shows support for: 1) International Students and Scholars Support and 2) Education Abroad and General Support. General Support includes overall administrative expenses that pertain to both ISSS and EAP.

Respectfully submitted,

COMMITTEE ON INTERNATIONAL EDUCATION

Rebecca Braslau

Per Gjerde

Linda Burman-Hall (W, S)

Buchanan Sharp, *ex officio*

J. Casey Moore, Chair

Angela Elsey, NSTF

Allyse Cope, SUA

Jennifer Pimentel, SUA

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