Custom Semester Programs for Successful Transition to College
AGENDA

• Today’s Speakers: Introductions
• Context and Challenges in International Higher Education
  • The only constant is CHANGE.
  • China as a Case Study
• Custom Semester Models for First-Year Students
  • Framework
  • CIEE Experience
• First-Year Student Partner Perspective: Baylor University
  • Discussion
• Questions
TODAY’S SPEAKERS

• Brad Farnsworth, Fox Hollow Advisory, former VP for Global Engagement at American Council on Education
• Ben Waxman, CEO, Intead
• Patrick Moran, Executive Director, Custom Programs, CIEE
• Jeffrey Hamilton, Vice Provost for Global Engagement, Baylor University (joining at 11 am EDT)
Looking Ahead: Current Context and Challenges in International Higher Education
ON THE GROUND IN CHINA: PERCEPTIONS AND REALITIES

• Virus protocols, vaccinations, news media
• Access to visas
• Availability of agent networks

AND HOW THIS PLAYS OUT GLOBALLY

• Desire for online programs
• US brand resilience
• Partnerships of value
• Options offering flexibility
WHAT WE HEAR FROM STUDENTS IN CHINA

I want to connect with fellow students

I don’t like studying from home
(certainly not for a second year)

The cost for an online program seems really steep

My parents and I want to know it is safe to go to the US
CONSIDERING COVID-19: CHINA VS. US

New Cases
- China: 92 (15,136 Feb 13, 2020)
- US: 17,599 (303,187 Jan 6, 2021)

New Deaths
- China: 0
- US: 164 (4,442 Jan 20, 2021)

% of Population Fully Vaccinated
- China: 76.58%
- US: 58.63%

Source: https://coronavirus.jhu.edu/region/china, https://coronavirus.jhu.edu/region/united-states
ON THE GROUND IN CHINA: PROTOCOLS

Jeremiah Jenne
@JeremiahJenne

So on Monday I flew back to Beijing from Qinghai (Yushu, no cases) but transited through Xining (3 cases). Yesterday, my neighborhood committee called me. They want me to get tested BUT...

5:30 AM · Oct 29, 2021 · TweetDeck

Source: https://twitter.com/jeremiahjenne/status/1454017880945618946?s=12
ON THE GROUND IN CHINA: NEWS MEDIA

The US is doing everything to make and spread lies about COVID-19
By Zhang Shenhong (People's Daily) 2019, July 05, 0011

US democracy faltering hard as a new world political landscape emerges
By Zhang Shuhua
Published: Oct 31, 2021 09:35 PM
THE ONLY CONSTANT IS CHANGE

- US Visa policy has created obstacles for large student segments
AGENT ACTIVITY IN CHINA

HOW THIS PLAYS OUT GLOBALLY

• Desire for online programs
• US brand resilience
• Partnerships of value
• Options offering flexibility
CHINESE DESIRE FOR A U.S. EDUCATION

Future study plans of Chinese international students currently in China (%)

92%
- Plan to return to foreign country to finish studies

7% Attend classes in China until graduation
23% Return to foreign country by the end of spring semester in 2021
37% Return to foreign country in the fall/autumn semester of 2021
7% Return to foreign country in the spring or fall/autumn semester of 2022
24% Plan to return to foreign country but the time is not yet determined
2% Others

Current status of Chinese international students

79% living in China
- 54% Enrolled in overseas institutions but currently in China
- 25% on a GAP year living in China

15% living overseas
- Studying in overseas institutions and living there
- 6% other

Back to campus status of Chinese international students from mainstream countries (%)

Australia & New Zealand: 10%
United States: 11%
Canada: 11%
United Kingdom: 12%
Japan: 30%

Sources: New Oriental 2021 Research and Sinorbis 2021 Report
CHINESE DESIRE FOR A U.S. EDUCATION

Who’s studying in a remote setting?

- 42% of high schoolers
- 81% of undergraduates
- 57% of graduate-level and postgraduate students

Which study destination is the best choice for your student’s higher education?

- 95% U.S.
- 5% All others combined

Sources: Intead & WholeRen Market Research 2021, https://info.intead.com/china-market-research-spring-2021
INDIAN DESIRE FOR A U.S. EDUCATION

Institutions reporting Increased Budgets for Online Marketing Initiatives by region

Which Country is Your Dream Destination?

GLOBAL PARTNERSHIPS

Yale Study Abroad

Yale News

Yale-NUS closure comes without Yale input, University officials say

Yale administrators and Yale-NUS students and faculty reflect on the institution’s 2025 closure, which was announced on Aug. 26.

Bloomberg NEWS

Harvard Shifts Program From ‘Unfriendly’ Beijing to Taipei

Bloomberg News
October 13, 2021, 12:58 AM EDT Updated on October 13, 2021, 4:03 AM EDT

In this March 20, 2019, file photo, Chinese President Xi Jinping, right, meets with Harvard University President Lawrence Bacow at the Great Hall of the People in Beijing. An intensive summer language program hosted by Harvard University in Beijing will relocate to Taiwan in summer of 2022, as the U.S.-China relationship remains strained. The program is moving to Taipei and will kick off next summer with about 60 students who will take eight weeks of classes. National Taiwan University confirmed Wednesday, Oct. 13, 2021. (Andrea Verdelli/Pool Photo via AP, File)
Where are the flexible options that offer strategic advantage?
DEVELOPING STRATEGIES TO MAINTAIN OR INCREASE ENROLLMENT

More $  

- Fully-owned Distant Campuses
- Fully-owned Remote Recruitment Office
- In-house ESL Program
- Recruitment Travel
- Recruiting Agent Network
- Articulation Agreements

Less $  

- Outsourced Remote Recruitment Desk
- Digital Marketing
- Pathway Programs
- Articulation Agreements

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Custom Semester Models for First-Year Students
WHY ENGAGE WITH CUSTOM FIRST-YEAR PROGRAMS?

• Ongoing pandemic challenges
  • Visa issuance gaps, health and safety, changing student preferences
• Flexible option for navigating a constantly changing global context
• Meet / exceed first-year student enrollment goals
• Higher retention rates, student success outcomes over academic career
• For domestic US students, initiates intercultural development of first-year students early on
• Promotes visible commitment to international education as core component of university culture and campus life
At CIEE, we have always believed in...

• **Health, Safety and Security**: Safety of students and staff is paramount

• **Academic Excellence**: Quality academic programs must include knowledgeable, accountable faculty and extracurricular experiences

• **Leadership & Innovation**: Growth and leadership is achieved through the ability to innovate, adapt and seek diversity of thought and shared experiences
CIEE EXPERIENCE

Robust Infrastructure in over 30 Leading Global Cities
Nearly 75 Years of Experience Delivering International Academic Programs
Leading provider of Global Health and Safety Practices
Proven Track Record Supporting Flexible, Global Partnerships

Since Fall 2020, CIEE has supported over 2,000 international students on custom first-year semester programs, spanning 10+ university partners and multiple program models.
# Custom First-Year Experience: Framework

## International Student Programs – Stand-Alone
- **Custom Stand-Alone:**
  - University Brand, Custom Curriculum, Students Services
  - Larger volume, more oversight
  - Matriculated students unable to attend first semester on campus

## International Student Programs - Shared
- **Custom Shared:**
  - University Brand, Shared Curriculum with other Partners, Mixed Cohorts
  - Lower volume, less oversight
  - Matriculated students unable to attend first semester on campus

## International Student Success (Pathway) Programs
- Allows for tailored first semester or first year curriculum prior to arriving on campus
- Focused on preparatory academic curriculum
- Student success outcomes post-completion, long-term retention
- Flexible volume

## Global Remote Campus
- Flexible Curriculum, single location or multi-site
- Conditional admit or matriculated students
- Domestic and international students
- First-semester or first-year offsite, global preparatory framework, intercultural focus

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2021 International Education & Exchange Summit
Catalyst for Inclusion, Access, and Progress
CUSTOM FIRST-YEAR EXPERIENCE: HOW CUSTOMIZED?

Cohort Size

- 1+
- 20+
- 50+

Customizable

- Low
- High

Standard Study Abroad Program (1+)

Hybrid Study Abroad Program (5+)

Modified, branded program (20+)

Custom program (50+)

- Program dates
- Academic model
- Course offerings
- Student life/extracurriculars
CIEE CUSTOM SEMESTER EXPERIENCE: CIEE APPROACH

What makes a successful first-year program model?

• **Curriculum:** Defining and aligning with partner’s curriculum and academic framework for student success. Ensuring academic rigor.

• **Cohort:** Develop a cohort mindset, build peer-to-peer network for success on program and success once arriving on campus

• **Community:** Create local sense of community and shared responsibility across all participants
CUSTOM FIRST-YEAR EXPERIENCE: CIEE APPROACH

✓ American-style living and learning environment
✓ Courses in English, One-on-One Tutoring
✓ Accomplished local faculty
✓ Comprehensive student life services and support
✓ 24/7 Health and Safety
✓ Housing
✓ University-branded experience, start to finish
## Custom First-Year Experience: Academics

### Instructional Delivery Model

<table>
<thead>
<tr>
<th>Hybrid</th>
<th>In-person</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 onsite classes; remainder online from Institution</td>
<td>All courses fully onsite provided by CIEE or host Institution</td>
</tr>
</tbody>
</table>

### “In-person” Course Models

<table>
<thead>
<tr>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner courses taught by CIEE faculty</td>
</tr>
<tr>
<td>Online partner course w/onsite CIEE TA (flipped classroom)</td>
</tr>
<tr>
<td>CIEE syllabi w/CIEE faculty</td>
</tr>
<tr>
<td>Direct enroll offered by host institution partners</td>
</tr>
</tbody>
</table>
# Custom First-Year Experience: Sample Courses

<table>
<thead>
<tr>
<th>Fall Semester</th>
<th>Business</th>
<th>Humanities/Liberal Arts</th>
<th>STEM</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Courses</strong></td>
<td>8 Semester Credits</td>
<td>8 Semester Credits</td>
<td>8 Semester Credits</td>
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<tr>
<td>English Language and learning strategies for the US Classroom</td>
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<td>0/0</td>
<td>0/0</td>
<td>Enrichment</td>
</tr>
<tr>
<td>Career and Program Counseling</td>
<td>0/0</td>
<td>0/0</td>
<td>0/0</td>
<td>Enrichment</td>
</tr>
<tr>
<td>University Preparation I</td>
<td>0/0</td>
<td>0/0</td>
<td>0/0</td>
<td>Enrichment</td>
</tr>
<tr>
<td>SOC 1010</td>
<td>Introduction to Sociology</td>
<td>0/0</td>
<td>4 Semester Credits</td>
<td>0/0</td>
</tr>
<tr>
<td>MATH 1200</td>
<td>Calculus I</td>
<td>4 Semester Credits</td>
<td>4 Semester Credits</td>
<td>4 Semester Credits</td>
</tr>
<tr>
<td>CSCI 1010</td>
<td>Introduction to Computing</td>
<td>0/0</td>
<td>0/0</td>
<td>4 Semester Credits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spring Semester</th>
<th>Business</th>
<th>Humanities/Liberal Arts</th>
<th>STEM</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Courses</strong></td>
<td>12 Semester Credits</td>
<td>12 Semester Credits</td>
<td>12 Semester Credits</td>
<td></td>
</tr>
<tr>
<td>English Language and learning strategies for the US Classroom</td>
<td>0/0</td>
<td>0/0</td>
<td>0/0</td>
<td>Enrichment</td>
</tr>
<tr>
<td>University Preparation II</td>
<td>0/0</td>
<td>0/0</td>
<td>0/0</td>
<td>Enrichment</td>
</tr>
<tr>
<td>ECON 1010</td>
<td>Economics and the World Economy</td>
<td>4 Semester Credits</td>
<td>4 Semester Credits</td>
<td>0/0</td>
</tr>
<tr>
<td>MATH 1150</td>
<td>Statistics</td>
<td>4 Semester Credits</td>
<td>4 Semester Credits</td>
<td>4 Semester Credits</td>
</tr>
<tr>
<td>MATH 2200</td>
<td>Calculus II</td>
<td>0/0</td>
<td>0/0</td>
<td>4 Semester Credits</td>
</tr>
<tr>
<td>CSCI 1090</td>
<td>Python Programming</td>
<td>0/0</td>
<td>0/0</td>
<td>4 Semester Credits</td>
</tr>
<tr>
<td>PHIL 1310</td>
<td>Professional Ethics</td>
<td>4 Semester Credits</td>
<td>4 Semester Credits</td>
<td>0/0</td>
</tr>
</tbody>
</table>

English Writing Tutors and Workshops also Offered Throughout.
## CUSTOM FIRST-YEAR EXPERIENCE: STUDENT LIFE

<table>
<thead>
<tr>
<th>School student council</th>
<th>Organized Sports</th>
<th>Game nights and social events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural events</td>
<td>Alumni engagements</td>
<td>Career exploration &amp; company visits (via alumni connections)</td>
</tr>
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</table>

- School student council
- Organized Sports
- Game nights and social events
- Cultural events
- Alumni engagements
- Career exploration & company visits (via alumni connections)
CUSTOM FIRST-YEAR EXPERIENCE: STUDENT LIFE
CUSTOM FIRST-YEAR EXPERIENCE: STUDENT LIFE
CUSTOM FIRST-YEAR EXPERIENCE: SUMMARY

Academics
- American style classroom experience
- Courses
- Classrooms
- Tutoring
- Faculty
- Internships

Onsite support & student life
- Onsite staff
- Cohort experiences/Community building
- Excursions
- Guest lectures
- Local alumni engagement
- American style student activities
- Student council
- Center/campus

Health & safety
- Global & local risk management staff
- 24/7 in-country emergency support
- Alert system
- Emergency response plan
- Insurance coverage
- Mental health services

Program management
- Program design + planning support
- Enrollment services
- Orientation
- Weekly program updates
- Evaluations
- Billing

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Catalyst for Inclusion, Access, and Progress
GETTING STARTED: COMMON QUESTIONS

- Is this opportunity just for international students?
- Is this opportunity only for students in China?
- Is this opportunity just a response to current COVID restrictions and the challenge of student mobility?
- We want all of our students back on campus now that the pandemic has subsided – why continue to pursue this option?
- Can we integrate with our own online course offerings to provide a hybrid experience on site?
- I’m interested in building a program for domestic first-year students. How is it different than a Gap Year program?
The Baylor Experience: Shanghai Semester Program
Fall 2021
FIRST-HAND EXPERIENCE: BAYLOR UNIVERSITY

• Baylor University international students taking part in First-Year Custom Program in Shanghai
• Over 30 students
• Shared courses and curriculum with other partners
• Students can enroll in up to 3 courses, remaining courses taught by Baylor online
• CIEE provides classrooms, faculty, on site instruction, co-curriculars and extra-curriculars, student health and safety
• Close coordination with Baylor throughout the program
Baylor Students Participating in an inaugural student council session

Baylor and other students engaging in role play as part of their Intercultural Communication and Leadership Class

Welcome Orientation for Baylor Students
DISCUSSION WITH JEFFREY HAMILTON

- Tell us about the why: why did Baylor decide to support students with an in-country program in Fall 2021? What was the problem you were trying to solve?

- What opportunities did you see in offering a Shanghai semester program?

- What challenges did you foresee? Did they materialize?

- As Vice Provost, you oversee Baylor’s Study Abroad Office as well as Baylor’s International Student Office.
  - This is somewhat unique – what are the strengths and challenges in such a role?
  - Did it make it easier in advancing this shared custom program within the university administration?
As the Baylor in Shanghai program has commenced (and been running for two months now), what have been the most significant learnings for you?

What challenges are students facing on the ground?

How will the experience have helped your first-year students when they join you on campus in Spring 2022?

What advice would you have for a study abroad or international student administrator in proposing and obtaining buy-in to build custom semester experiences for first-year students?
THANK YOU!
APPENDIX: VALUE PROPOSITION FOR US INSTITUTION

Exemplar University Case Study

PROGRAM OVERVIEW

- 150+ students
- Hybrid semester experience with two classes onsite
- Average class size less than 20 students
- Weekly activities including excursions, branded institutional social events, and lectures
- Tutoring
- Career exploration including company visits, internships and service learning
- Student governance
- Optional housing (additional fee)
- School supplied branded apparel
APPENDIX: VALUE PROPOSITION FOR US INSTITUTION

Exemplar University Case Study

<table>
<thead>
<tr>
<th>AVERAGE TUITION</th>
<th>AVERAGE FEES*</th>
<th>CAPTURED TUITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30K per term</td>
<td>$10K*</td>
<td>$20K per term + future terms (3.5 yrs for freshman ~210K+)</td>
</tr>
</tbody>
</table>

$30K x 100 students = $3M gross tuition

$1M

With 100 freshman retained, a similar school would realize $23M+ in tuition over the course of their studies

* Fees range from $7-$12K depending on program inclusions, cohort-sizes, academic model, and target course sizes