



Proposal to the Senate Educational Policy Committee

PROPOSAL TITLE: Transfer the Intensive English Institute (IEI) from College of Liberal Arts and Sciences (LAS) to Global Education and Training (GET) and its parent unit Illinois International Programs (IIP)

SPONSORS:

Reitumetse Obakeng Mabokela, Vice Provost for International Affairs and Global Strategies, Illinois International Programs, 333-6104, mabokela@illinois.edu

Matthew A. Rosenstein, Director, Global Education and Training, 244-5085, rosenstn@illinois.edu

Martin Camargo, Associate Dean College of Liberal Arts and Sciences, 244-7717, mcamargo@illinois.edu

Kristin Bouton, Interim Co-Director, Intensive English Institute, 333-5787, bouton@illinois.edu

Peter Chiligris, Interim Co-Director, Intensive English Institute, 244-6573, chiligr@illinois.edu

BRIEF DESCRIPTION: IEI has been a unit within LAS since 2001. During AY2016-2017, LAS determined that the core function of IEI does not align with the mission of the College. In summer 2017, LAS approached GET and IIP about transferring administrative oversight and support of IEI from LAS to GET and IIP. All parties agree to the transfer.

JUSTIFICATION: IEI has provided English language instruction to thousands of international students at Illinois since 1967. Coursework at IEI constitutes an essential part of the educational experience for a selection of non-matriculated international students at Illinois each year. IEI programs include fall, spring, and summer semester English courses. IEI also provides customized English as a Second Language (ESL) programs for cohorts from various international institutional partners, sometimes executed in collaboration with other campus units.

IEI is a self-supporting unit, relying on fees from student enrollment in its programs to provide the funding necessary to cover administrative, instructional, and programmatic costs. Currently, IEI retains a staff of 4 FTEs (administrative staff and core instructional faculty). IEI underwent a period of significant down-sizing from 18 FTEs during the past two years. This staff reduction was carried out primarily to address budgetary concerns resulting from reduced revenue due to diminishing enrollment numbers at IEI, a

development consistent with trends at intensive English programs across the United States.

In addition to the full-time staff, the IEI community includes a combination of part-time instructors, graduate teaching assistants, student hourlies (for IEI student cultural engagement), and volunteers (e.g., conversation partners); dozens of students enrolled in IEI coursework each term; and alumni throughout the world. IEI maintains leased space comprised of offices and 2 classrooms, and holds other physical assets such as computer and office equipment, furniture, instructional technologies, etc.

The mission and programmatic activities of IEI bear some similarities with GET. Both units provide non-degree coursework to international students and professionals in programs of varying duration. Both units collect student fees, relying almost exclusively on those fees (as Self-Supporting Funds) to support their operations. The financial sustainability of both units corresponds to a high degree with their capacity to attract international participants at a level sufficient to cover unit overhead costs.

Additionally, both GET and IEI contribute added value to the campus by attracting international students from diverse countries, providing high quality programs to those students, and promoting the visibility and reputation of the university abroad. Both GET and IEI also share a parallel characteristic in that they function optimally when they collaborate with diverse colleges and units across campus. Locating IEI within IIP—a centrally budgeted administrative and service unit with broad campus-level multi-disciplinary collaborations—as GET is, may increase opportunities for IEI to expand its base of partnerships on campus and abroad. Furthermore, GET and IEI have a history of positive collaboration, normally on multiple programs each year. The possibility to expand and enhance those collaborations could serve both units well. For these reasons, it has been determined that IEI’s mission and activities are better suited within GET and IIP than in LAS.

BUDGETARY AND STAFF IMPLICATIONS:

1) Resources- See attached MOU for additional information about Budget and Resources.

a. How does the unit intend to financially support this proposal?

IEI is a self-supporting unit. All overhead costs for the unit (including facilities in the form of leased space, and salaries and benefits for administrators and instructors) as well as programmatic costs are entirely supported by program fees collected from students enrolled in IEI’s programs.

b. How will the unit create capacity or surplus to appropriately resource this program? If applicable, what functions or programs will the unit no longer support to create capacity?

As a self-supporting unit relying primarily on ledger 3 funds, IEI is expected to maintain a net-zero funds balance from its programs and not create surplus.

- c. Will the unit need to seek campus or other external resources? If so, please provide a summary of the sources and an indication of the approved support.

In becoming a unit within IIP, IEI will utilize some shared services of the Illinois International Programs Executive Office. These include support services for budgeting and financial management; human resources; information technology; and communications. The attached MOU constitutes approval from IIP to provide such support.

- d. Please provide a letter of acknowledgment from the college that outlines the financial arrangements for the proposed program.

See attached MOU, signed by the Vice Provost for International Affairs and Global Strategies and the Director of Global Education and Training, outlining financial arrangements for IEI and its relationship to IIP and GET.

2) Resource Implications

- a. Please address the impact on faculty resources including the changes in numbers of faculty, class size, teaching loads, student-faculty ratios, etc.

No impact on faculty resources is expected. IEI courses are offered to non-degree students on a not-for-credit basis.

- b. Please address the impact on course enrollment in other units and provide an explanation of discussions with representatives of those units.

IEI programs do not impact course enrollment in other units.

- c. Please address the impact on the University Library

Impacts from IEI programs and its students on the University Library beyond normal library business practices are negligible. No change in library usage by IEI participants is expected as a result of the transfer of the unit from LAS to GET/IIP.

- d. Please address the impact on technology and space (e.g. computer use, laboratory use, equipment, etc.)

Impacts from IEI programs and its students on technology and space resources on campus are negligible. The IEI office's technology and space needs, as with other IEI overhead costs, are supported through fees collected from students by IEI as a self-supporting unit. No change in campus technology and

space usage by IEI participants is expected as a result of the transfer of the unit from LAS to GET/IIP.

DESIRED EFFECTIVE DATE: July 1, 2018 or the soonest possible date thereafter.

STATEMENT FOR ACADEMIC CATALOG: None, the Intensive English Institute does not have an entry in the Academic Catalog.

***EP.18.54 is approved with the understanding that, in accordance with Standing Rule 13, prior to any decision by IIP and GET to terminate IEI, a proposal will be presented to the Senate Committee on Educational Policy and to the Senate.

CLEARANCES:

Signatures:

Reitumetse Mabokela by Cheryl Heck
Illinois International Programs Representative:

3/5/18
Date:

M.A.N.
Global Education and Training Representative:

3/2/2018
Date:

[Signature]
College of Liberal Arts & Sciences Representative:

3/2/18
Date:

[Signature]
Intensive English Institute Representative (1):

3/2/18
Date:

[Signature]
Intensive English Institute Representative (2):

3/2/18
Date:

Memorandum of Understanding
between
Global Education and Training & Illinois International Programs
and
The College of Liberal Arts and Sciences
and
The Intensive English Institute

This Memorandum of Understanding (MOU) sets the terms and understanding regarding future administrative oversight of and support for the Intensive English Institute (IEI) at the University of Illinois at Urbana-Champaign (Illinois). This MOU represents an agreement between the office of Global Education and Training (GET) and its parent unit Illinois International Programs (IIP), with the College of Liberal Arts and Sciences (LAS), and the Intensive English Institute.

Background

IEI has provided English language instruction to thousands of international students at Illinois since 1967. Coursework at IEI constitutes an essential part of the educational experience for a selection of non-matriculated international students at Illinois each year. IEI programs include fall, spring, and summer semester English courses. IEI also provides customized English as a Second Language (ESL) programs for cohorts from various international institutional partners, sometimes executed in collaboration with other campus units.

IEI has been a unit within LAS since 2001. During AY2016-2017, LAS determined that the core function of IEI does not align with the mission of the College. In summer 2017, LAS approached GET and IIP about transferring administrative oversight and support of IEI from LAS to GET and IIP.

IEI is a self-supporting unit, relying on fees from student enrollment in its programs to provide the funding necessary to cover administrative, instructional, and programmatic costs. Currently, IEI retains a staff of 4 FTEs (administrative staff and core instructional faculty). IEI underwent a period of significant down-sizing from 18 FTEs during the past two years. This staff reduction was carried out primarily to address budgetary concerns resulting from reduced revenue due to diminishing enrollment numbers at IEI, a development consistent with trends at intensive English programs across the United States.

In addition to the full-time staff, the IEI community includes a combination of part-time instructors, graduate teaching assistants, student hourlies (for IEI student cultural engagement), and volunteers (e.g., conversation partners); dozens of students enrolled in IEI coursework each term; and alumni throughout the world. IEI maintains leased space comprised of offices and 2 classrooms, and holds other physical assets such as computer and office equipment, furniture, instructional technologies, etc.

The mission and programmatic activities of IEI bear some similarities with GET. Both units provide non-degree coursework to international students and professionals in programs of varying duration. Both units collect student fees, relying almost exclusively on those fees (as Self-Supporting Funds) to support their operations. The financial sustainability of both units

corresponds to a high degree with their capacity to attract international participants at a level sufficient to cover unit overhead costs.

Additionally, both GET and IEI contribute added value to the campus by attracting international students from diverse countries, providing high quality programs to those students, and promoting the visibility and reputation of the university abroad. Both GET and IEI also share a parallel characteristic in that they function optimally when they collaborate with diverse colleges and units across campus. Locating IEI within IIP—a centrally budgeted administrative and service unit with broad campus-level multi-disciplinary collaborations—as GET is, may increase opportunities for IEI to expand its base of partnerships on campus and abroad. Furthermore, GET and IEI have a history of positive collaboration, normally on multiple programs each year. The possibility to expand and enhance those collaborations could serve both units well. For these reasons, it has been determined that IEI’s mission and activities are better suited within GET and IIP than in LAS.

Therefore, the parties to this MOU have agreed to the transfer of IEI from LAS into GET and IIP, based on the following terms, and pending approval by appropriate governance bodies of the University of Illinois.

Terms

GET/IIP, LAS, and IEI agree to the following:

- 1) **IEI will shift from being a unit within LAS to a unit within GET/IIP. The proposed effective date of the transfer is July 1, 2018, or the soonest possible date thereafter.** The exact transfer date is dependent on formal approvals by campus-level, UI system-level, and state-level governance bodies and authorities, as applicable. In this context “transfer” of the unit is defined as the following:

- All formal approvals for the shift from LAS to GET/IIP confirmed and signed off by university and state authorities
- Organizational codes and CFOPs of IEI officially moved from LAS to GET
- Specialized Faculty employees transferred from LAS to GET/IIP via Appointment Change Forms
- IEI’s civil service employee transferred from LAS to GET/IIP.
- Any other policy-related or logistical steps that may be necessary for formal recognition of IEI as a unit within GET

The parties to this MOU will make all possible efforts to achieve the proposed transfer date of July 1, 2018, but will continue to cooperate in good faith in preparing for the transfer if delays occur due to circumstances beyond their control.

- 2) **On the effective date of the transfer, GET and IIP will assume responsibility for the administration and oversight of IEI from LAS.** At that time, GET/IIP will take over supervision of IEI’s budget, personnel, and programming. Prior to the unit transfer date, LAS will retain full responsibility for oversight of IEI budget, personnel, and program decisions. During the transition period leading up to the transfer, LAS agrees to maintain

current staffing and interim leadership arrangements at IEI to the extent possible, in order to help ensure stability in operations. Any potential changes in personnel at IEI by LAS during this transition period should be made only after consultation with GET/IIP.

- 3) **The GET Director will become head of the IEI unit effective with the transfer, with the Vice Provost for International Affairs and Global Strategies (VPIAGS) providing further oversight and support for IEI.** The GET Director reports to the VPIAGS, who also directs IIP and its constituent units.
- 4) **All funds (CFOPs) and physical assets (office and classroom space; furniture; equipment) of IEI will remain with IEI when the unit transitions from LAS to GET and IIP.** At the time of verbal agreement between LAS and GET for the unit transfer in December 2017, the balances of the IEI funds were as follows:
 - Self-Supporting: roughly (\$112,000) in deficit
 - Administrative Allowance: \$329,727
 - ICR: \$139,780

The parties to this MOU agree that all IEI Funds and CFOPs will be left untouched by both LAS and GET prior to the unit transfer. All financial activity in all IEI CFOPs should be internally related transactions that are directly related to normal IEI operations.

- 5) **Once IEI is a unit within GET and IIP, it will receive similar shared administrative support services that GET and other units of IIP receive.** These services include, but may not be limited to, support from the IIP Executive Office and its service units for budgeting and financial management; human resources; information technology; communications; and more. IEI will, in turn, be expected to provide budget reports, annual plans, and similar strategic planning documents that other constituent units within IIP provide; and likewise, will be expected to contribute to and participate with the IIP community, meeting the same expectations as all other IIP Units.
- 6) **For three years after the effective date of transfer, IEI will retain a probationary status as a unit within GET and IIP.** IEI will undergo a review of unit performance, as outlined below.

Review of IEI Performance

Upon transfer of IEI from LAS to GET/IIP, LAS gives up rights to, and is absolved of future responsibility for, IEI as a unit, including but not limited to oversight of the IEI budget, personnel, and programs.

On the effective date of transfer, GET and IIP assume full responsibility for IEI and will initiate a period of probationary status for IEI. The probationary status will last up to three (3) years, that is, until June 30, 2021, or the corresponding date three years after the date of unit transfer from LAS to GET/IIP, whichever is applicable.

A decision on the continuation of IEI as a unit will be made after two (2) years from the date of

transfer, informed by an evaluation of the performance of IEI conducted by GET and IIP. For this 2-year evaluation, led by the GET Director and supported by IEI staff, IEI may choose to submit a self-assessment report. Criteria for the evaluation may include, but not be limited to:

- 1) financial performance of IEI during FY19 and FY20, plus projections for FY21
- 2) enrollment trends in semester-based and special programs at IEI
- 3) impacts of IEI programs on students
- 4) contributions to the mission and strategic goals of GET, IIP, and the University of Illinois
- 5) impacts on other units at Illinois through collaborative programs with IEI
- 6) outlook for growth and future opportunities for IEI

The VPIAGS will make the final decision on continuation of IEI as a unit within GET and IIP, informed by the IEI self-assessment and recommendation of the GET Director after the completion of the two year evaluation.

If IEI performs satisfactorily and is determined to be a good programmatic fit within GET/IIP during the first two years of the probationary period, it will continue within GET/IIP and will from that point forward no longer be under probationary status. However, IEI would be subject to future general evaluations, as is typical for all programs on campus supported primarily by Self Supporting Funds. Evaluations are based on performance across multiple fiscal years, and IEI's mission as it aligns with GET, IIP, and university priorities.

If it is determined that IEI has not performed satisfactorily during the first two years of the probationary period, the GET Director and VPIAGS reserve the right to discontinue IEI as a unit within GET/IIP. In such a case, the third year of the probationary period is intended to allow for thoughtful and responsible decommissioning of IEI, while still allowing a full year for IEI to deliver instruction and services to students who have applied and enrolled. By the time of the conclusion of the third year, GET and IIP may elect to discontinue all operations and programming of IEI; or GET and IIP may elect to subsume some components of IEI into other existing units and operations.

At any time during the 3-year probationary period or beyond it, the GET Director and VPIAGS may make perceived necessary adjustments to strategic directions of IEI, its organizational structure and its organizational relationship to and within GET/IIP, in all cases commensurate with the goals and priorities of GET, IIP, and the university.

Agreement Signatures

Reitumetse Mabokela Date: 2/28/18
Reitumetse Obakeng Mabokela *by Cheryl Heck*
Vice Provost for International Affairs and Global Strategies
Illinois International Programs

Matthew A. Rosenstein Date: 2/26/18
Matthew A. Rosenstein
Director
Global Education and Training

Martin Camargo Date: 2/28/18
Martin Camargo
Associate Dean
College of Liberal Arts and Sciences

Kristin Bouton Date: 2/28/18
Kristin Bouton
Co-Interim Director
Intensive English Institute

Peter Chmigris Date: 2/26/18
Peter Chmigris
Co-Interim Director
Intensive English Institute

Office of the Provost and Vice Chancellor for Academic
Affairs

Swanlund Administration Building
601 East John Street
Champaign, IL 61820



March 8, 2018

Gay Miller, Chair
Senate Committee on Educational Policy
Office of the Senate
228 English Building, MC-461

Dear Professor Miller:

Enclosed is a copy of a request from the College of Liberal Arts and Sciences and Illinois International Programs to transfer the Intensive English Institute from the College of Liberal Arts and Sciences to Illinois International Programs' Global Education and Training subunit.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Kathryn A. Martensen'.

Kathryn A. Martensen
Assistant Provost

Enclosures

c: M. Rosenstein
M. Camargo
K. Bouton
P. Chiligris
R. Mabokela
A. Edwards
E. Stuby