**New Products and Locations Team: Jesse (facilitator), Mark, Cesar, Ann, Fatimah. All team members were present Monday-Thursday. On Friday, Ann and Mark were absent.**

**Agenda for the week (edited as week went on)**

1. Check-In
2. Historical review of program expansion and new products. What have we done recently and what was on our “to-do” list that never got done? In other words, where are we at in this area of CGE? What does the college expect from us (CAO)?
   1. Review list of product ideas
   2. Revisit program expansion policy
   3. Review list of locations that have been “tossed” out as potential
3. What are the purposes of this team, as we understand it? In other words, what will we produce at the end of our time together. Will this team:
   1. Make list of recommendations for LC in terms of new products and locations, i.e. a more broad document with research, ideas, etc. rather than actual proposals.
   2. Review our program expansion policy and potentially recommend changes to LC
   3. Develop a new policy for approving new products and locations.
   4. Spend time actually researching new products and locations.
      * If we will not be doing c., then who will? And when? Who decides which team/individual is responsible for this work? Even if LC decides, we need to back up any ideas with actual staffing proposals.
   5. Develop an action plan/proposal for any new products or locations. Choose a set number and complete proposal by end of week.
   6. Get into the specifics of the partnership model, its pros/cons and proposed requirements for staff training
   7. Brainstorm new locations and which CGE staff might be able to pursue them

<the above is just a list of possible directions we could go, there are many more>

1. Schedule for the remainder of the week – if we have certain outcomes we’d like to see, how will we accomplish that given our limited period of time.

To keep in mind and review as needed:

* Current staff time –. What does this mean for what we can accomplish?
* Majors at Augsburg – who can we go after with any new products or locations
* Training manual for trip leaders (I heard this exists and was developed a number of years ago, could be a good basis for any partnership model discussion)

To Do before Day 2

Identify prof who is teaching online (Fatimah) – focus on Bio, Psych

After Day 1, we determined the **FOCUS FOR THE WEEK.**

**Focus for the week:**

* CAO strategies – market research, emerging markets, and what steps do we take to get there?
  + With a focus on what CGE **ALSO** feels is strategic and important
* What do we need to accomplish a new location in 5 years (for example)?
  + List out all of the steps, investments, staffing commitments, etc. so that we/the college knows what is involved and what support we need
* 1-2 new locations recommendations
* Commenting/recommending on existing proposals in process (India, Netherlands)
* Online product
  + Identify professor who is teaching online

*Day 2 Agenda (New Product, Online)*

* Look at list of online new product suggestion – narrow down to one to pursue
* Come up with a list of things we need to do to make product happen

*Day 3 and 4 Agenda*

* What do we need to accomplish a new location in 5 years (for example)?
  + List out all of the steps, investments, staffing commitments, etc. so that we/the college knows what is involved and what support we need
* 1-2 new locations recommendations
  + Start with a brainstorm – focusing on what locations we have connections with, etc.
  + Our policy on program expansion already outlines this – the basics
  + Locations we have already “started” in terms of programming and research but aren’t fully fleshed out – Costa Rica, India, Netherlands
  + Create an Information guide
  + Proposal to make Costa Rica (for example) a permanent, advertised location
* DID NOT GET TO, SHELVED FOR DAY 4 Canada – why don’t we recruit more students from there? Issues related to finances. Could they be could good for ITS?

*Day 4 Agenda*

* List out all that would need to be done for Kevin Connors/Europe and Costa Rica
* Canadian Students

*Day 5 Agenda*

* Cuba update
* India/Laos/Thailand – continue to discuss, but more broadly, with a longer timeframe
* Emerging markets (what are these? – what does the college have in mind?)gre

**Notes: July 15, 2013 (by Fatimah)**

* Check-In: Jesse, Fatimah, Cesar, Ann, and Mark
* Cover Agenda Items: Review

View/Discuss Historical review of program expansion - locations and new products.

View the CAO strategies: President Paul Pribbenow suggested CGE should do more trips in Asia.

Jesse brought up the point of developing click+brick certificate programs using CGE sites. Click and Brick is hybrid online and in person certificate structure.

View Augsburg Study Abroad country options

Results of survey from CGE staff for new location—Jesse will ask for it for our next meeting.

What’s the purpose of this team?

**Jesse**: Get into the specifics of the partnership model, its pros/cons and proposed requirements for staff training. Kevin Connors proposed some recommendations. Thoughts of developing Education program such as Psychology and Communication. We should focus on something that can be accomplished quickly. Hearing that there’s interest in new location and products. Is there a way we can do both?

**Ann**: Is inclined more of doing market research of where our competitors are and where will we see ourselves and what steps we should take. Staffing is important. Mandate is to look at new places and products. Develop strategic plan that will overlook to the next 5 years. We should develop location that is popular such as New Zealand that will attract success and money. Where do we like to see ourselves in the future? What steps would we need to take to move forward? Our products would be more modest. We should avoid past mistakes and would need to consider at looking at the list. We are profitable yet our numbers of travel seminars and numbers of students are low which can be a concern. I agree with Fatimah. It’s a great idea due to the number of students in Laos.

**Cesar**: talking about new locations --investment is a concern. It’s difficult to focus on the new possibilities given with the Augsburg situation.

**Mark**: Paul suggested new places and trying to find a new way of return of investment but where will the fund come from? If it’s from the College then yes it’s a possibility of it happening. We need to have a change of paradigm of us to them. On Augsburg side owns what we have. I don’t see Augsburg owning what we have. How can we help Augsburg be more competitive? Feels like Augsburg is not being supportive with CGE vision. Suggested Biology as a new product. Other option could be that the Curriculum can also give input on the New Products team. We should not drop everything what we’re currently doing and do what Paul is suggesting. For example, what do we need to accomplish a new location in 5 years? There has to be some commitment from Augsburg. Identify professor of who can do an online course teaching.

**Fatimah**: concerns about receiving/having sufficient funds and staff support if we are planning to develop new locations and products. Need financial plan/model. Agree with putting ideas on the table and discussing it, I would like to propose of doing a new location in Laos.

Focus for the week:

1-2 new locations recommendations

Commenting on existing proposals in process (India, Netherlands)

Online product

* Identify professor who is teaching online

What will be discussing tomorrow?

* Products (pros and cons)

Research/Identify professors—other departments, Biology, Business, Psych (Fatimah will gather some names of professors who does the online teaching)

**Notes: July 16, 2013 (by Jesse)**

**Started by reviewing what’s happening with online courses currently on campus and how CGE might fit in with that.**

* Fatimah checked into some online profs
  + Psych – Lisa Jack (105)
  + Comm – Anna Kudak (111), David L. (intercultural comm. Does a Mpls and hybrid)
  + Biz – George Dierberger (Mpls/Hybrid – 362), Peter Spark (Int’l Mgmt hybrid course), Ashok Kapoor (Finance 433), David Klempke (MIS 270, hybrid)
  + No Bio hybrid courses
* Initial idea – if we could find a prof that was compatible, then we’d be able to offer a portion of the course. They’d also be a good source of information.
  + Initial idea was born out of rubric of helping Augsburg be more competitive. Thinking outside the box – we provide not just money, but also a value-added. Augsburg is in the 2nd most competitive higher ed market in the US. If AC could show we had an international component on campus – then maybe students would choose us over something else. “you don’t even need to abroad to get the experience.” More of a medium-term idea – this would be someplace to start.
  + Honoraria would have to be paid, either by CGE or profs. There is precedent that profs/depts. would pay.
  + Profs don’t feel like they have enough time to do everything they want to do in a certain class. Might be hard to ‘take over’ the tight class.
  + Investment with “hopes” of return. $60-$80 range depending on resource person. Plus CGE staff person’s time. The big return would be ingratiating the idea that “Cge is not just giving us $$” plus hopes of getting students in the future.
    - Investment is similar to a school visit. We spend 200-300 on each school visit. If we produce a student from that every year or even once every few years (600 investment), we’re very happy.
  + Do profs necessarily see it as value-added? Some might, some might not. Some depts state that they have such an international faculty that there isn’t need to go abroad and there might not be a need to bring CGE in (or our resource people).
  + Ann B. at Berea says internationalization is such a part of the fabric whereas Augsburg is more on the other end.
  + Limited number of people at Augsburg (esp. Susan OConnor and Lois Bosch) were excited
  + Could be video/youtube content. Not just bringing in people via a live feed. If AugSem profs give us the topics, then we could match those with videos.
  + AugSem – all entering students have to do this. Key int’l visit here would help increase visibility, plus reach all the undecided at the early stage. All in agreement that this should be a key idea to pursue.

**Our conversation segued into determining that AugSem was a great place to start and that it may be better to start with a videos library that they could utilize in their AugSem courses (rather that live feeds, etc. with resource people, although that’s possible)**

* Don’t have to be long. Shorter is better.
* Some of our current videos could be used.
* Get in touch with marcomm to do more of the production work.
* Create a new channel – cleaner and with only academic content, but some current videos might fit that description
* Simultaneous translation and subtitles are possible with videos.
* Tell us what you want to see this academic year + put 1-2 videos in the channel that could serve as “samples” or “off the shelf” or “already there/ready to use”
* Careful not to make it seem as though they are doing us a favor – the other way around – we’re doing quality work FOR you
* Pilot with AugSem.

**Keystone 480 – topics in global interdependence (Cross-cultural studies/language students) – course specifically intended for after study abroad**.

* The curriculum committee is discussing this and how it might work for/with CGE programs.
* Could it be taken virtually by non-Auggies after CGe programs?

Online re-entry programming with a social justice spin – could we offer a certificate, module, etc. beyond re-entry 101? Could it increase our competitive edge?

* Jesse explained that we might offer a module to all CGEers after their term abroad. Perhaps it could start in country with a few hours. Then we’d have videos, exercises, perhaps an online chat 1-2 times. At the end of completion, we could offer a certificate of achievement that they could put on their resume. It really fulfills our mission of the experiential learning cycle because, as Mark pointed out, many studnets shy away from activism upon return and focus on charity
* SA advisors would LOVE it, as they are always “complaining” that providers (understandably so) can’t always provide solid re-entry and they themselves don’t have time to do more than re-entry 101 (reverse culture shock, etc.) It would be value added for a student and might be a decision-making point, all other things being equal, but Jesse sees it as more of a way to position ourselves as a leader in truly holistic, integrative study abroad. This is distinguishing what we do differently (offering solid re-entry) and what we do better (more integrative programming)
* How do academic certificates work?
  + There is a difference between an academic certificate program and a “certificate of achievement” and we’d be unlikely to pursue an academic certificate, at least not at first since it would require a lot of work
* Maybe we could offer the module/certificate for $100 or something…and students who want to pay more and get more credit could do Keystone 480 (if we could offer it online).
* The module might be a lot of investment of staff time at first – but in subsequent years, it would only need updating. We might be able to rotate staff who advise it – Jesse, Susan would both like to, and maybe international staff who have smaller programs could do it as well.

**Next Steps for these two products – 1) videos library 2) Online reentry course and/or module (at the end of our week together, we can clean up these task lists and perhaps come up with a timeline)**

* Getting a syllabus – Ann getting in touch with Michael Kidd
* Share info on MN Returnee Conference to show what they are doing this year
* Who is teaching Augsem? – Ann sent email to find out
* Determine how we propose these ideas to wider CGE
* Determine staff responsibility
* Figure out what it costs to get a 5th course. You can take 4.5. Check with Margaret.
* Figure out how to propose a module to LC – what’s the process?
* Where do we involve Leah?
* Sit in on AugSem classes, meet with some professors
* Ann in Mpls July 26-29 – meeting with coordinator of gen ed (Jackie)
* Is there a meeting of all AugSem directors? What is the best way to pitch the idea?
* This next semester = information gathering

**Decision making**

* Returnee- Decision lies with LC, but should be referenced with marketing and APA
* Vidoe library – Decision is marketings, but should be referenced with APA

**Notes: July 17, 2013 (by Mark)**

INDIA:

India, follow up on Vistar had initially approached us, because they have a program with another Lutheran college in fall but not the Spring. Program run by Concordia Morehead in conjunction with Gustavus. They had to turn students away, and it was every other year the professor of record for all the courses came from one another university. Saw an opportunity if we can find another institution they could take our overflow.

We met with them, David from Vistar, was offering same program in spring as the other colleges. But Leah said she was not able to provide those Augsburg students, and that it competed with other CGE programs. So thought about tweeking the program a bit to not mimic what we were doing in other sites.

Postcolonialism etc, good track record, could be a potential for using those themes but attracting students from other majors. What conversations were not followed up. Left to try to broaden the audience, Ann met with people from English, Communications, Psychology and some others to see if we could offer courses in some other disciplines. Don´t think we have the faculty at Augsburg to go every other year, like the other two colleges do. We have had problems with that model in the SW program. Also problems with someone teaching outside their field (which does not seem to be a problem for the other two schools, but is a problem at Augsburg), So would need to find local professors from India who would be willing to teach. There was some excitement about it on campus, but we did not have it approved as an IT site, and there was no follow through about faculty qualificiations at Vistar, and then deadlines passed for brochures. Only Orv had the contact with Vistar.

So still viable, Ann mentioned it to a couple schools she visited and they were very interested (Loyola Marymount, California Lutheran).

Two Augsburg professors going , one from Social Work (professor is from India)., another from Communications. We did a survey of some 15 key partners about new locations, Cuba, Netherlands and India. India got a lukewarm response, because there are a number of institutions there doing what CGE usually does and are very solid. Cuba got very enthusiastic response. Netherlands, in the middle, and told us to stay away from India.

Orv did do an initial sounding with Vistar about these other professors, and their immediate reaction was they wanted us to do what they were already doing.

Question of model: some schools have the faculty that are committed to going to same country and program, and are the professor of record for all the courses, but Augsburg faculty do not seem to be able to respond in that way.

NETHERLANDS:

Approached by Kevin as director of SIT Netherlands, his assistant director has wealth of knowledge and contacts with immigrant communities to do a summer program. Courses were ready to go and syllabi, courses were approved, was approved by CGE by winter of 2013 Ivette contacted Regina and said that she did not know whether she could do the program, because she was going to take Kevin´s job, but there was no interest expressed yet, so we cancelled the 2013 program. And then Ivette got the job and has some personal issues, so it is not in the brochures (still on the web).

PROGRAMS IN EUROPE PROPOSED BY KEVIN CONNORS:

Kevin could possibly be a European consultant, did some proposals for Spain and some other countries for short term programs. Another program model. Reluctance to add Spain because we have a lot of spanish speaking options, and most study abroad students go to Spain for spanish, so would not want to create in house competition.

Open j term is a good idea, because a number of schools still offer that, summer is less marketable. We should move quickly to secure him, don´t want this to fall into the India trap. Need to know how soon we could market this, then when we tell Kevin when we could do it, get a commitment from him about doing it. Also need Margaret to work through the course approval, and she is alone.

Should move ahead, Kevin could also be used for Cuba. Even if this is one off, because he has so much experience and does such a complete program, and his topic is contemporary, it would not require so much for us.

Does Kevin have eastern European connections. Croatia is new in place to go also Astonia, Montenegro, Macedonia, Slovenia - all along the Adriatic (only one program there now)

LAOS:

Fatimah has a sister who graduated from the Laos American University and is working in the Indonesian embassy and could be used for contacts. Could be travel seminar or summer, not sure about student interest in staying for a semester. Leah also seemed to confirm this. Could be combined with other southasian countries. There is also interest in northern Thailand among Augsburg students. Twin cities has a large population from southasia. Large community of Hmongs who want to visit their country and background. Other Hmong communities are located in San Diego, California, Washington, Oregon, Seattle areas. If they have Pan Asian student groups we might be able to get them to approve this program.

NEW ZEALAND/AUSTRALIA

Hecua already has a program there, though may only be one semester a year. Gretchen Irvine had lived there. Look at what are the connections of our Augsburg faculty for other possibilities. Lot of interest for there, but also a lot of providers, we would need to have our own niche. Would have to fit a major that would want to go there, and since it is in English, they can do direct enroll. Also their own Min of Ed have their own requirements that we would have to meet.

Could do biology in Central America, Mexico. That dept was very open to working with us, did that with Mexico team in biology and environmentalism. Dale Peterson is the biologist Mexico worked with. Biology students do not have many opportunities for study abroad.

AUGSBURG AID ONLY GOING TO AUGSBURG PROGRAMS: still being debated, want to know how it would affect Augsburg enrollment, but since they are not using study abroad to recruit it would have no effect currently, but will work on this. Leah is thinking about doing so, and excluding Hecua, because Hecua money does not go to Augsburg. Leah is open to hearing from people about this. It actually hurts Leah a bit to restrict financial aid, even though she does stand behind it. Also understaffed, any new location we need to support her. Exception clause for majors who cannot be served by approved programming for financing.

LANGUAGE STUDY: critical languages for US, one possible criteria for new sites, but has some US funding.

CHINA, MIDDLE EAST: Leah worked hard to get students on, and there were some hurdles to get them to go, so more difficult to start something there. Jesse has some college connections. CAO mentioned emerging market, what does that mean? Augsburg had a minor in Mid East Studies but most of those countries are on the travel warning list. Turkey and Morrocco could be interesting.

MARKETING TO CANADIAN SCHOOLS:

* far less expensive than US schools?
* Different interests than US schools?

PROBLEM: understaffing, to be able to work on new sites. Could talk more in terms of strategic planning terms, or 3-5 years.

AGENDA FOR TOMORROW:

List out steps for going somewhere new. Use policy on site expanion to flesh out some of those elements.

Travel seminars:

- follow up on India

-Europe, more info from Kevin

-Costa Rica

- Laos and Thailand, flesh out some of these steps. Kathy Swanson is taking ESL students there every year.

- find out what contacts faculty might have with new steps

What is prioritized is Kevin Europe and Costa Rica, they are the lowest hanging fruit.

Revisit India, Laos and Thailand for longer term planning.

Revisit CAO recommendation on emerging markets to try to understand what this means.

Canada recruitment.

**Notes: July 18, 2013 (by Fatimah)**

List out all the would need to be done for Kevin Connors/Europe and Costa Rica

**Europe**

* Jesse talked with Regina regarding info with Kevin Connors. The email Jesse forward is all the updates. List out things we would need to ask Kevin in order to proceed.
* What countries can he work in? Spain and Netherlands? UK?
* J-term or summer proposal: January 2014? (too soon) Summer 2014? (possible) January 2015? (doable)
* Possibilities of doing Spring Break term?
* Training Kevin Connors, what kind of training does he have or need?—perhaps it’s not necessary since he knows what CGE do.
* Possibility of having conversation with Kevin Connors. We need to respond to the proposal questions he made. The answer is yes but we still have further research to do. Does he want to be a part-time consultant and be able to work with us on the busy period?
* This is a great opportunity to work with Kevin and we are excited to move forward.
* Could he develop 3 or 4 off the shelf programs?
* Do we need to send a CGE staff to Europe to scope out the ground?
* Check in with Margaret with her perspectives regarding the steps, how would she plan to handle it especially under a fast timeline?
* Who would take leadership to contact Kevin Connors? Regina McGoff?
* What are the steps we need to do? APA has to approve it, and the courses have to be Augsburg related.
* Kevin can also create a proposal for a travel seminar on “selected topics on sexuality and gender” and work on one on Islam in Europe with a short excursion to Morocco.
* Do an open travel seminar that would be an open course online, it would be an ITS – APA crossover model.
* Pricing of the program

**Costa Rica**

* Solidify the location? Cesar was in Costa Rica in April and have several contacts there and proposed to move travel seminars/APA programs from El Salvador to Costa Rica due to the travel warnings in El Salvador.
* Is there a desire from C.A. team to move to Costa Rica, should we start to advertise it?
* Do we need to think creatively when we think of a new location? Who would be the Minneapolis point person to coordinate Costa Rica work? If we move back to El Salvador, what does it mean for Costa Rica? Do we just advertise more fully and just say that it’s an add-on?
* Costa Rica will be on the C. A. agenda meeting in February 2014.

**Canadian Students**

* It’s an English speaking country next to USA, and there’s a market. What would it take for us to market? It would require doing some research on the curriculum requirement.
* It’s an on tap market, that’s easy to access.
* Is cost cheaper to go there?
* Round up all the contacts we have in Canada and guide us on how to reach out to others: Lisanne, Cesar? Cesar could make a list of some contacts to get in touch with to get information.
* Jesse can do some additional research.

**Decision Making**:

* Costa Rica: Decision is Central America team, but should be referenced with ITS-Minneapolis and marketing.
* Europe: LC Decision with marketing input

**Notes: July 19, 2013 (by Jesse) – Present: Jesse, Cesar, Fatimah. Absent: Mark, Ann**

Emerging Markets

* Action item: during any further discussions with CAO, we must clarify what “emerging markets” means. For example, is China an emerging market? Or has it already emerged? If we started programming there, wouldn’t we be “behind?”
  + Chinese language study is growing in non-US locations as well, including El Salvador. Business is a priority for those studying. Usually Mandarin.
  + Cantonese. What is the demand for this since it is also spoken in business centers like Taiwan – and spoken in some regions of the mainland. Would this be a niche?
  + If China programs are growing – are they mostly language-based? Could we do a CGE-style program here? In other words, would students want to go to China to study indigenous issues, for example, or immigrant issues, etc.
  + Government restrictions on the types of things CGE might want look at.
* Is India an emerging market? Probably.
* Brazil – emerging in terms of business. Does this mean Portuguese is growing as a studied language for college students? We should check into that.
* Mexico – in terms of international relations and business
* We should keep in mind that a market can be emerging, but it might be also saturated. The industry tends to move very, very quickly on locations. Since CGE takes quite some time to execute big decisions, how could we act on emerging given our current structure?
* South Korea – experienced a 16 percent increase in study in between 9/10 and 10/11 – important political ally for the US. Lots in the news lately about “new” leadership in N. Korea and increasingly strained relations which presents security risks for the US. Could this be emerging?
* Palestine may be important/emerging and is not currently on the travel warning list. But it is in a region where most countries are on the list so the region itself is “dangerous.” What would it mean for CGE to have another travel warning country in our portfolio of products?
  + How about countries that are near/in the Middle East but are also influenced by Europe (Morocco, Turkey)
* Emerging tourism market of eastern Europe – Slovenia, Croatia, Macedonia, Montenegro
* Action Item: Recommend to LC that we focus on Europe (Kevin Connors) and potential further expansion into Costa Rica rather than focusing on other emerging markets. If LC or CAO want a focus on other markets – we need to be clear what those are and WHO would do the work of researching, who would take the lead? College interest in certain locations may mean those have to be researched/launched, but we are not sure where the staff time would come for this? Would it be CGE or someone else in the college? Whereas, with Europe (Kevin Connors) and Costa Rica (Central America), there are already structures in place and potential staff who could do the work.
* RE Costa Rica: Hope is to spend more time in E.S. when situation improves. For semester program, perhaps we could keep one semester in C.R. and the other in E.S. (add this to the recommendations for Central America staff to contemplate at February meetings)

**Further Discussions on India**

* The person who would have to take the lead on this (curricularly) is Ann – and she won’t have time for it until the spring semester at the earliest. Jesse/Regina could help, too.
* Potential timeline
* Spring semester 2014 – Ann works on curriculum
* Earliest we could offer it would be spring 2015, but Fall 2015 would be even better – in order to capture the students who have one-year in advance deadlines for study abroad.
* Action item: Verify that Vishtar does not work outside of Bangalore. If they can’t/won’t then this presents problems for potential short-term programs. So, therefore, could it be used for both APA and ITS
* Action item: Must submit an actual proposal for a new location. Ann and Jesse together.
* Action item: How comfortable are we with the partnership model after the Cuba experience? Kevin Connors/Europe is low-risk because we know him, whereas we don’t know Vishtar. This team stronglyr recommends that LC/Ann/others consider ways to prevent the problems that happened with Cuba. Do we send a CGE staff before, during, etc.? (Gustavus is very happy with Vishtar)
* Since Ann wasn’t present at this meeting, the team did not make a firm decision or recommendation about proceeding.

**Cuba Recap**

* Ann was not present, so we didn’t discuss thoroughly, except to point out that any new location done in a partnership model should be careful of the obstacles presented with this program.

**Laos/Thailand**

* If it is an academic program, it would have to wait 2 years before we spent a lot of time on it (Europe + Costa Rica would be focus for 13-14 and India for 14-15). Ann would need to be involved and she is maxed out.
* If it was a travel seminar locations, we could probably launch it earlier, but ITS-Minneapolis would have to take the lead on it.
* Fatimah’s contact – Lao American College. Potential partner.
* Fatimah has more ideas on Laos than Thailand, but could reach out to Kathy Swanson
* Kathy McBride may have some resources on Thailand as well.
* Action Item: Fatimah will discuss with ITS this year (13-14) if this might be a location they’d want to work on. If not (no time), then expansion to this region would have to wait until we’ve completed other expansion that has been prioritized