

- Use classrooms more effectively. E.g., can three 42-student sections be consolidated into two 63-student sections?
- Raise the minimum number of students required for a course to be offered to eliminate more costly courses.
- Consider cutting funds related to graduate students, e.g., stipends.
- Have faculty teach as many courses as their offer letters allow (typically four courses).
- Some courses are counted as 1.5 courses. Reduce these to the regular 1.0.
- Suspend “hazard pay” for off-campus teaching.

New Hong Kong arrangement (Jay Sa-Aadu)

- **Jay described a new plan and three-year contract for the International MBA in Hong Kong.**
- Background
 - We have used the agent Charles in the past. His recruiting was good, but his student services were not.
 - Two years ago, we decided to go it alone with Clement Boen, whose student services were great, but recruiting has suffered. Accounting has also been bad.
 - Jay went back to Charles and another agent to reassess the market in Hong Kong. Some consistent items:
 - Cohort model is not working. Students want to start the program pretty much at anytime (“multiple entry points”).
 - We have a few Taiwanese students in our program, but there is more demand from Taiwan. However, setting up a program in Taiwan is costly.
 - Jay also spoke frankly with Charles about improving student services. Charles expressed a desire to improve.
- Plan going forward
 - Offer multiple entry points to students. This will necessitate a more consistent offering of core courses and more courses overall (18 versus 15). Faculty and departments will be able to plan better with the more consistent schedule.
 - Offer a few courses in Taiwan to help drum up demand there.
- Contract with Charles
 - Guarantees that we break even if enrollments are below about 26 students. If enrollments go higher, then we share the additional profit with Charles.
 - Jay emphasized that he believes the contract has been carefully designed to provide Charles the right incentives to recruit well for us and serve students well, too.