

Dear JCMU-Hikone Faculty and Staff:

JCMU [Executive Committee](#) (EC) and [Consortium](#) meetings were held on Friday, November 8, 2019. The EC oversees the operation of JCMU on behalf of the consortium and provides guidance on JCMU policies, procedures and finances.

Each fall JCMU staff in East Lansing report to the EC on several topics, including:

1. Past academic year actual profit and loss report
2. Mid-year updated budget
3. Next year academic year budget projections

Based on this information, the EC makes decisions on:

1. Employee compensation (raises/bonuses)
2. Program and housing fees

At the November 8, 2019 meeting, we introduced the actual profit and loss report for 2018-2019 and the mid-year updated budget projection for 2019-2020. The past cycle showed a small but expected deficit, but the current year is showing a much larger deficit, due largely to low enrollments in both the United States and Japan.

JCMU leadership advocated for salary increases despite the current and projected deficit. We highly value the hard work and commitment of JCMU faculty and staff and wish to demonstrate this through financial compensation. In addition, we believe that if we can come together as a team, we can reach a balanced budget through program diversification for the U.S. student market, better articulating JCMU Japanese language programs with programs in Michigan, and through new English Language Program opportunities

The EC approved a salary increase of 1.5% that will be implemented on January 1, 2020 for all Hikone-appointed employees who have completed one full year of service at JCMU by December 31, 2019.

In addition, the EC considered a variety of different funding levels for JCMU's study abroad programs. A motion was adopted to implement a modified 5% program fee and housing fee increase for the Japanese Language & Culture programs (academic semester and summer), and a 5% program fee increase for the Health and Culture and Teaching English in Japan programs. These new fees would be charged beginning for Academic Year 2020-2021 (after September 1, 2020).

Program	Term	AY 2019-2020		AY 2020-2021	
		Consortium	Non-Consortium	Consortium	Non-Consortium
Japanese Language & Culture: Program Fee	Fall / Spring / AY	\$6,950	\$9,000	\$7,300	\$9,450
Semester Housing Fee	Fall / Spring / AY	\$2,080		\$2,200	
Japanese Intensive Summer Program	Summer	\$6,450	\$8,500	\$6,780	\$8,950
Summer Housing Fee	Summer	\$1,320		\$1,400	
HCJ / TEJ	May	\$4,000	\$5,500	\$4,200	\$5,780

We hope that these fee increases are small enough that they will not prevent students from choosing JCMU programs. A core component of JCMU's mission is to remain accessible to all students. This includes financial accessibility.

These increases will not resolve JCMU's deficit, nor do we want program fee increases to be our only tool for stabilizing our budget. Other strategies need to include:

1. Recruiting more students for existing programs. This includes:
  - a. Working together to make sure our current students are having great experiences so they will go home and recommend JCMU to others. Everyone plays a role in this!
  - b. Fostering stronger connections between Michigan and Hikone Japanese faculty.
    - i. Addressing differences between JCMU curriculum and curriculum at Michigan universities (this gap has been getting wider, and this is making it difficult for Michigan faculty and advisors to recommend JCMU language programs)
    - ii. Stronger communication about level placement
    - iii. Striving to make JCMU the number 1 program recommend by Japanese faculty in Michigan
  - c. New recruitment efforts from East Lansing
    - i. Telling a compelling JCMU story on website and social media. This includes more promotion of high-value programs aspects such as:
      1. Non-credit internships
      2. Homestays
      3. Community engagement
    - ii. Alumni ambassador program
    - iii. Work with consortium institutions to enhance promotion of JCMU
    - iv. Increase interaction and presence non-consortium institutions
  - d. New recruitment/communication strategies in Shiga/Japan to support English language programs
2. Program diversification that will help us tap into new audiences
  - a. New English Language Program contracts
  - b. Entrepreneurship program (starting summer 2020)
  - c. Semester Language and Business Program (starting spring 2021)
3. Other strategies: what are your thoughts and ideas? Please share with us!

In the coming year, we must work together as a team to employ these and other strategies to stabilize JCMU's budget. All ideas and constructive feedback are welcome, and everyone's contributions are needed.

We look forward to exploring these and other strategies at upcoming faculty and staff meetings.

Sincerely,

Kate Simon and Ben McCracken