

JC:HEM 2014 ANNUAL REPORT Executive Summary



JC:HEM THRIVING—FROM PILOT TO CAPACITY PHASE

- Current Sites
- Planned Sites
- Planned Expansions

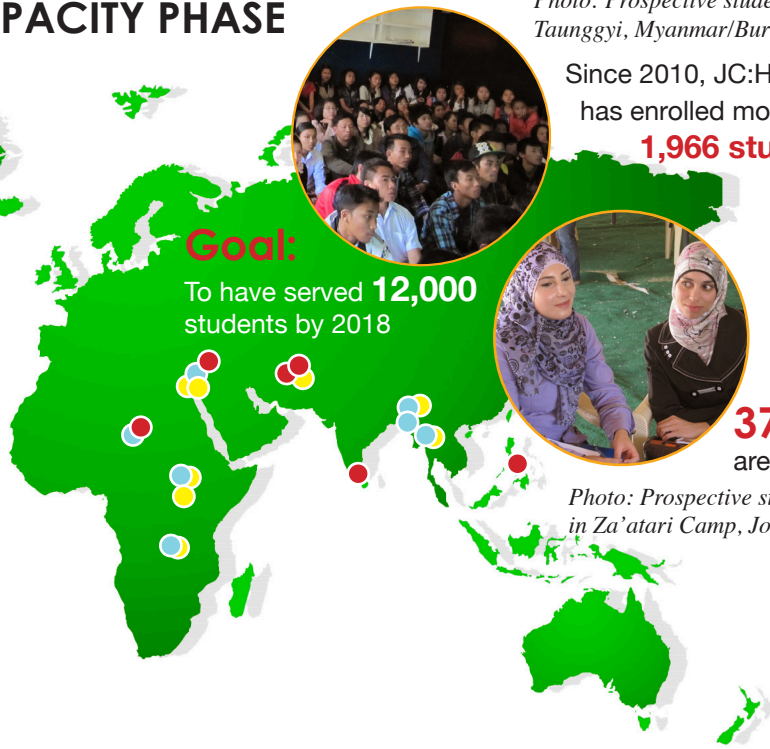
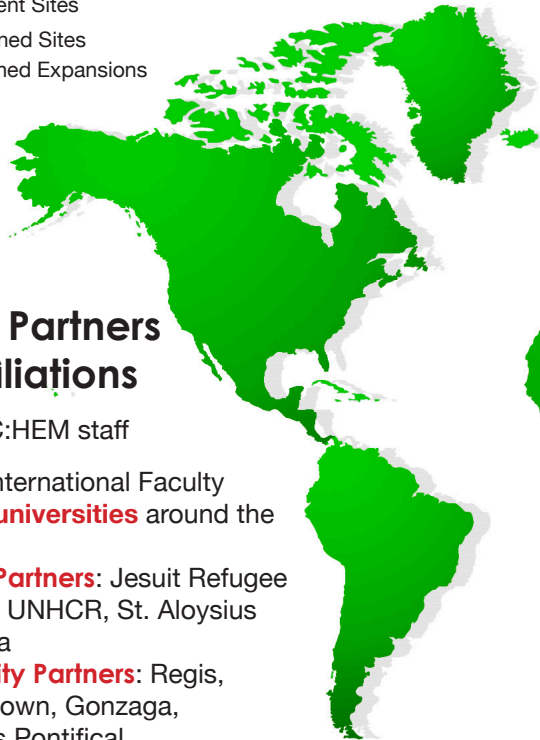


Photo: Prospective students: Taunggyi, Myanmar/Burma

Since 2010, JC:HEM has enrolled more than **1,966 students**



37% are women

Photo: Prospective students in Za'atari Camp, Jordan

Staff, Partners & Affiliations

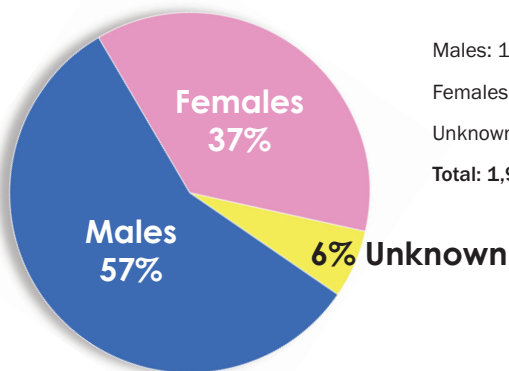
3.5 JC:HEM staff

163 International Faculty and **49 universities** around the globe

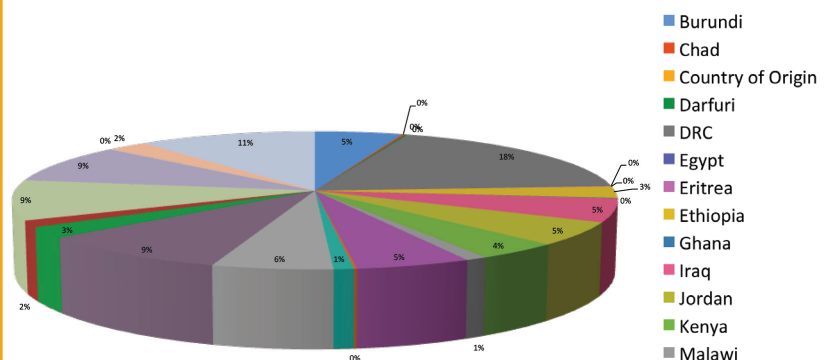
Onsite Partners: Jesuit Refugee Service, UNHCR, St. Aloysius Gonzaga

University Partners: Regis, Georgetown, Gonzaga, Comillas Pontifical

JC:HEM Student Gender Balance



JC:HEM Students by Country of Origin



Afghanistan	389
Burundi	84
Chad	3
Darfuri	2
DRC	286
Egypt	1
Eritrea	1
Ethiopia	43
Ghana	2

Iraq	86
Jordan	85
Kenya	63
Malawi	16
Myanmar	85
Palestine	2
Philippines	15
Rwanda	89
Somalia	147

South Sudan	40
Sri Lanka	24
Sudan	147
Syria	143
Turkey	1
Uganda	39
Unknown	171
Zimbabwe	2
Grand Total	1,966

- Burundi
- Chad
- Country of Origin
- Darfuri
- DRC
- Egypt
- Eritrea
- Ethiopia
- Ghana
- Iraq
- Jordan
- Kenya
- Malawi
- Myanmar
- Palestine
- Philippines
- Rwanda
- Somalia
- South Sudan
- Sri Lanka
- Sudan
- Syria
- Turkey
- Uganda
- Unknown

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JC:HEM SUSTAINABLE ORGANIZATIONAL STRUCTURE

JC:HEM International Staff

Dr. Mary McFarland, International Director for JC:HEM, is accountable for implementation of the vision and mission of JC:HEM along with leading an exceptional international team.

CAO and CIO teams collaborate to ensure courses meet JC:HEM quality standards, including course design and production based on the pedagogical model, to manage the LMS and SIS, and to provide support and advice to the on-site staff. On-site staff is hired by the partner organization in collaboration with JC:HEM.

Dr. Neil Sparnon, Chief Academic Officer (CAO), was promoted from the position of Academic Coordinator.

Cindy Bonfini-Hotlosz, Chief Information Officer (CIO), and team hired through contract with AJCU JesuitNet Global for expertise in technology, design and production.

Treasurer Mark Harrington of KPMG donates his time.

- Established finance reporting model
- Met all requirements for WA State non-profit
- Federal 501c3 requirements

Karen Cordova joined JC:HEM in the newly established part-time Alumni Association Coordinator position and has established the Alumni Association in Dzaleka and Kakuma.

Tracy Jenkins joined JC:HEM as a Banner Specialist (SIS and LMS) consultant.

COO hiring underway to be complete by February 2015.

Kareena Byrd, Program Assistant, provides support to the JC:HEM executive team.

On-site coordinators and tutors, hired by the partner organization in collaboration with JC:HEM, are essential to the JC:HEM team.



Photo: Fr. Bernard Arputhasamy, SJ, Jordan Country Director, Maya Perlmann, JC:HEM Amman Coordinator, Dr. Mary McFarland, JC:HEM International Director and students from the Diploma and CSLT programs in Amman.

Photo: Anne Smith, JC:HEM Board member with graduate and her family in Kakuma Camp, Kenya.



JC:HEM Board of Directors and Committees

The 15-member JC:HEM Board of Directors provides strategic oversight to ensure the mission of JC:HEM is implemented at a pace and scale supported by adequate fiscal and human resources. Two Board meetings per year are held—one in Rome and one virtual meeting. Committee structure includes: Academic, Technology, and Finance – all committees meet twice per year virtually.

Fr. Michael Garanzini, SJ, Secretary of Higher Education:
co-Chair

Fr. Peter Balleis, SJ, International Director, Jesuit Refugee Service (JRS): *co-Chair*

Pr. George Aoun, VP, St. Joseph's University, Beirut, Lebanon

Dr. Jack DeGioia, President, Georgetown University, USA

Fr. John Fitzgibbons, SJ, President, Regis University, USA

Mr. Dave Lambert, Internet2, USA: *Chair, Technology Committee*

Dr. Thayne McCulloh, President, Gonzaga University, USA

Fr. Steve Privett, SJ, President, University of San Francisco:
Chair, Academic Committee

Fr. Felix Raj, S.J. Principal, St. Xavier's College, Calcutta, India

Msgr. Pius Rutechura, Vice Chancellor, Catholic University Eastern Africa (CUEA), *Chair, Finance Committee*

Fr. Dr. Deogratias Rwezaura, S.J., JRS Regional Director, Eastern Africa

Ms. Ita Sheehy, UNHCR Education Secretary, UN Geneva (Advisory)

Ms. Anne Smith, VP, Wiley Publishing, USA

Fr. Michael Smith, SJ, Tertiary Refugee Committee, Australian Catholic University: *Board Secretary*

Committee Chair:

Academic Committee: **Fr. Steve Privett, SJ**

Technology Committee: **Mr. Dave Lambert**

Finance Committee: **Msgr. Pius Rutechura**

DELIVER HIGH QUALITY, LOW COST HIGHER EDUCATION THROUGH PARTNERSHIPS TO PROMOTE HIGHER EDUCATION AT THE MARGINS

Partners

Jesuit Refugee Service (JRS) was, by design, the only partner with JC:HEM from 2010 to 2013. Through JRS, JC:HEM was invited to Aleppo, Syria, Dzaleka Camp in Malawi, Kakuma Camp in Kenya, and to Amman, Jordan. Thanks to the learning of the pilot years with JRS, JC:HEM was prepared to expand partnerships and locations in 2014. In addition to students in Kakuma, Dzaleka, and Amman, students in Chad, Thailand, Myanmar, and Afghanistan are now studying in the program. Site assessments and detailed reports were completed in Chad, Sri Lanka, Za'atari Camp, and Bendum in the Philippines.

New partnerships formed with United Nations High Commission for Refugees (UNHCR), St. Aloysius Gonzaga Institute (S.A.G.) in Taunggyi, Myanmar, Apu Palamguwan, APC, Philippines and with other organizations that together share a mission to serve individuals and communities at the margins.

GROW THE REVENUE STREAM NEEDED TO ACHIEVE THE MISSION: FINANCIAL SUSTAINABILITY

JC:HEM is obliged to be self-funded by the end of 2018.

- First staff development contract completed
- Teaching Excellence in Virtual Environments planned for development in 2015
- Student per month per student fee instituted
- Met all financial reporting requirements for US 501c3 status, and requirements for non-profit status in Washington State
- JC:HEM financial systems established
- Banks: BoA and Banco Popolare in Italy

GRADUATION

The first JC:HEM students graduated with a Regis University accredited Diploma in Liberal Studies in September 2013. The second year of graduation celebrations occurred September 2014 in Kakuma and Dzaleka with a total of 43 graduates. The first students from Amman, Jordan, will graduate in May, 2015.

Community Service Learning Track certificates bear the logo of the Partner, of JC:HEM, and after approval of the curriculum, the seal of the University where the International Faculty member resides.

ALUMNI

- | | |
|------------------|--|
| July | Alumni Coordinator hired |
| September | Alumni Facilitator elected in Dzaleka |
| October | Second Alumni Facilitator, Kakuma |
| October | First Alumni Scholarship Awarded to Muzabel Welongo, Kakuma |
| November | Alumni Website created and soft launch to alumni and sites: http://alumni.jc-hem.org |
| November | First students selected to complete the new University of Utah Case Management Certificate Course and Diploma graduates enrolled in InZone, University of Geneva certificate in Translation and Interpretation |
| December | First alumni campaign launched for scholarship funding
Elections held at Kakuma and Dzaleka for Alumni Chapter Officers |



Photo: Diploma in Liberal Studies graduates celebrate with Fr. John Fitzgibbons, President, Regis University and other guests.

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Diploma in Liberal Studies Content Areas

Bridge to Learning
Writing
Communications
Science
Math
Arts
Religion
Literature
Political Theory
Introduction to Business
Education
Social Sciences
Ethics
Economics

Concentrations:

Education
Business
Social Work (begins with JC:HEM 2014 Cohort)
Health (planned for 2016)

Photo Top: Students in Dzaleka Camp, Malawi study together on-site and engage in the JC:HEM virtual classroom with other students from Kakuma in Kenya, Amman, Jordan, and Taunggyi, Myanmar/Burma

Photo Bottom: SME Meeting Georgetown University October 2014



ESTABLISH A SINGLE INFORMATION MANAGEMENT INFRASTRUCTURE WITHIN JC:HEM

TECHNICAL CAPACITY

Student Information System

JC:HEM, with generous support of Georgetown University, received the support of Ellucian for a donated version of Banner Student Information System (SIS) that went live in August.

All diploma courses and students that were

enrolled Fall 2014 and beyond are currently being tracked by the system.

Learning Management System

As of January 2015, all Blackboard courses are running on the JC:HEM Blackboard system donated by Georgetown University. This LMS enables students and faculty to retain a single sign-on, and JC:HEM to manage and deliver its academic curriculum without reliance on others.

ADMINISTRATIVE TOOLS

In August, Google Mail and Apps went live as part of the Georgetown integration. Administrators, Faculty, and Staff have formal `firstname.lastname@jc-hem.org` emails. Students have individual logins that will access all of the Georgetown services.

Key Google applications:

- Google Drive –central storage area, provides document-sharing;
- Google Hangouts –video-conferencing;
- Google Calendar –personal/shared calendars;
- Google Email.



CURRICULUM TRANSFORMATION

Built on the cornerstones of 'Global Thinking – Multicultural Perspective – Ignatian Pedagogy – Highest Quality, Lowest Cost', JC:HEM will design and produce an academic program comprising 30 culturally relevant courses for the award of a Diploma of Liberal Studies; 10 Community Service Learning Track certificates relevant across sites; and two new professional certificate courses:

Teaching Excellence in Virtual Learning Environments (i.e. faculty development program), and

Facilitating Learning at the Margins (i.e. staff development program focused on leadership & management on-site).

Curriculum Oversight and Steering Committee (COSC) was convened for an intensive at Comillas Pontifical University in Madrid, Spain, to establish learning outcomes to guide subject matter experts (SMEs) and the instructional design and production team as they develop 30 new courses for the diploma and 10 community service learning tracks (CSLTs) by December 2015.

“I just read my students week 1, discussion 3 posts on the reading where they explain why academic writing starts with listening and also if this is a new view for them. They did such a good job with this! They see it! And it's new, but they get it, and it shifts something in them. If you read their posts you see that they have not simply understood the content, but they find their new footing in it. And this is why it's different and to me it's better to teach writing this way because it totally brings them into conversation with the bigger intellectual pieces of writing, that they write in an academic conversation, they engage with other scholars. It's not just a 5-paragraph essay.”

