



## WHY SAF WORKS

By John Belcher, SAF President and Co-CEO

SAF is pioneering the application of an international student mobility model new to most countries outside the U.S. By providing a broad range of study opportunities for students at Asia's top universities, our programs meet the growing demand for international education. Along with an increasing number of SAF member universities and their students, we believe the SAF model is working.

Globalization and its bedfellow, internationalization, have undoubtedly encouraged students in Asia to consider study abroad. This interest is often linked to the expectation of a life and career that has an international dimension—be it at home or abroad. Government initiatives such as Japan's Ministry of Education, Culture, Sports, Science and Technology's Global 30 and Global 30 Plus and the China Ministry of Education's quest to internationalize universities have further increased interest in study abroad.

In the mid 2000s, SAF investigated the circumstances of



John Belcher, SAF China Annual International Education Symposium 2013

international student mobility in Asia. Our research focused on the highest-ranked universities in three of the most developed higher education systems: Japan, Korea and Taiwan, which have highly developed private university systems comparable in scale to that of the U.S. The research revealed four important facts:

1) **Demand for study abroad was not being met**—especially to North America and Europe—because of an almost exclusive dependence on bilateral student exchange. 2) **Quality imbalances became prevalent** as rapidly developing Asian universities found themselves in bilateral exchange arrangements with universities of unequal stature.

3) **Student demand was becoming increasingly sophisticated**, with students only interested in attending universities abroad of comparable quality to their home university and often in clearly identified departments. 4) **Asian universities often did not have sufficient human resources** to meet increasing demand for study abroad—both in regard to the number of staff and the level of professional expertise required to facilitate study abroad.

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## FIE Student Global Leadership Conference

By Dr. Grahaeme A. Hesp, Associate Academic Officer and Senior Faculty, FIE: Foundation for International Education

In April 2013, FIE: Foundation for International Education hosted its first Student Global Leadership Conference in London. The conference, attended by more than 100 U.K. and international students, was designed to encourage participants to reflect upon what leadership means for today's generation of university students. Participants explored the role of young adults in transformational change in the political, socioeconomic, cultural, and technological sectors, as well as the role today's students can play in impacting global developments. The conference combined motivational speeches by prominent academics and activists with

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## FIE Student Global Leadership Conference (continued)

interactive sessions that gave participants practical examples and take-away tools for real-world implementation of their leadership skills.

After an informal reception on Friday evening, the Conference formally opened with a powerful presentation by Trevor Phillips, Officer of the Most Excellent Order of the British Empire (OBE), on leadership in an increasingly diverse world. On Saturday, Benny Dembitzer, a British economist specialising in the economics of developing countries, posited that the globalisation of most economic activities is leading the world to greater uniformity. He went on to say that individuals are being regimented into being and wanting the same things. The key question throughout his presentation was how to remain connected to moral and ethical values; he gave examples of people of courage and leadership who held positions of principle, not positions of power.

The conference also included four different breakout sessions and the choice of 11 individual educational programmes with thought-provoking titles such as Maximise your Performance and Success through Personal Leadership; Impact of Imagination, A Guide to Creative Leadership; Intercultural Values: Foundation of the Global Leader; and Leadership Authority in Shared-Power Organisations.

SAF introduced the Student Global Leadership Conference opportunity to all of the Foundation's students studying in the U.K. and held an essay competition with the winners receiving full financial sponsorship from SAF to attend the conference. Seven current SAF students were selected to participate as well as two applicants from SAF member universities in

China studying in the U.K. on bilateral exchange programs. Sally Herd, the SAF Student Liaison Officer based in London, also participated and presented on how the cultural challenges of study abroad actually help students develop the skills necessary to manage cultural differences through leadership.

An SAF student, Kazunori Koba, majoring in Economics at Keio University and currently attending the University of Glasgow for the AY 2012-13 through SAF, had positive things to say about the leadership conference:

"Most of the participants were Americans who were studying abroad in Europe, and they seemed so aware of the importance to acquire [the] skill of leadership. They took it [for] granted [that they would] become a leader in the near future, though Japanese often hesitate to become a leader and tend to ask someone."

Although Kazunori doesn't have any career plans at the moment, the conference gave him an idea for working on his future plans. "What I probably have to do is go places, meet people, attend conferences or events and keep moving," he notes. He was also inspired by Benny Dembitzer's presentation. Two of his comments particularly resonated with Kazunori: "by rediscovering yourself, become a leader" and "don't allow anyone to decide your future."



SAF participants attend the FIE Student Global Leadership Conference in London.

## Global Internship Conference

North, South, East & West: Internships at a Crossroad  
Singapore – June 11-13, 2013

SAF is pleased to sponsor and participate in the upcoming Global Internship Conference (GIC) in Singapore. The GIC is quickly becoming the premier venue for educators and employers to discuss the growing field of academic work placement and experiential education. The lead host partner of this year's conference is Singapore National University with considerable support from SAF member institutions: the University of California Berkeley, Michigan State University, Nankai University, Kyungpook National University and the Academic Internship Council (AIC). Registrations for GIC are still being accepted at [www.globalinternshipconference.org](http://www.globalinternshipconference.org).

## SAF Professional Development 2013

SAF is organizing a professional development opportunity on the U.S. East Coast in October 2013 for member universities. The host university visit program is tentatively scheduled to take place from Sunday, October 20 through Friday, October 25. It is anticipated that the group will have the opportunity to visit: Columbia University, Academic Internship Council (AIC), University of Pennsylvania, Drexel University, American University (AU), Washington Semester Program at AU and NAFSA: Association of International Educators. Complete details and registration information will be released in July.

## Graduate Access with Automatic Progression

According to data collected by SAF China, 80 percent of the 400+ Chinese students who choose to study abroad via SAF each year intend to pursue a master's degree or Ph.D. in the host country following the completion of their bachelor's degree in China. Studying abroad at the undergraduate level is increasingly being seen by Chinese universities, their students and students' families as a concrete way to demonstrate academic aptitude and enhance students' resumes for graduate admission to top Western universities. In recognition of the overwhelming demand of our Chinese participants for access to high-quality graduate programs, SAF has begun exploring opportunities to formally link undergraduate study abroad with graduate admission, and we are defining these opportunities as Graduate Access with Automatic Progression.

SAF is working closely with our host university partners to establish clear pathways to graduate admission whereby interested graduate departments stipulate specific admission criteria that SAF students must fulfill during their fourth year study abroad experience to be eligible to progress to a graduate program. This program has advantages for both the student and the host university: Students can rest assured that as long as they perform well during their fourth year study abroad experience that they will have access to a quality



Could undergraduate study abroad be a pathway to overseas graduate study?

graduate program, and the graduate department will have direct evidence that the student can be successful in an English-medium classroom.

During the 2013-14 academic year, SAF is working with our first Graduate Access with Automatic Progression

participants—undergraduate students from Feng Chia University in Taiwan who will be attending Colorado State University. If they earn a 3.0/4.0 GPA during their fourth year study abroad experience and submit GRE scores (the minimum score for admittance is TBD) in early Spring 2014, they will be eligible to continue their studies at CSU, pursuing a master's in management practice.

Linking undergraduate study abroad with graduate admission will take time as prospective host universities determine if this opportunity is a good fit for the institution and as interested graduate departments grapple with the criteria for progression. Updates to our Graduate Access with Automatic Progression program will be available on our website ([studyabroadfoundation.org](http://studyabroadfoundation.org)).

## Why SAF Works (continued)

An important part of SAF's success is attributable to its offices in Asia. Currently SAF has offices in China (Beijing, Shanghai and Guangzhou); Taiwan (Taichung), which manages the Foundation's development work in Southeast Asia; Japan (Tokyo) and Korea (Seoul). Our highly qualified local and expatriate staff works closely with member universities to provide key services, including student seminars, student counseling and pre-departure services. Our local staff also works with host universities to develop programs related to their needs.

Critical to SAF's work is its headquarters in Indianapolis, Indiana. Working closely with our country offices, our staff in Indianapolis places students at host member universities worldwide and provides in-program, financial and communication services to students. We also work with host universities and other partners to develop new programs—most recently academic internship programs and SAF's Graduate Access Program (see above).

The cost of study abroad is an important consideration. To improve affordability, SAF has worked with member universities in Asia to avoid double charging and with host universities to provide the Foundation with concessionary fees. SAF also works hard to ensure that its own costs remain as low as possible. The overall result

has been good and, in recent years, we have seen more students benefiting from scholarships from their home universities and government sources.

Perhaps one of SAF's greatest challenges has been holding the line when it comes to its view that study abroad should be an academic experience. Although there are many other experiences associated with study abroad, including inter-cultural understanding, personal development, language acquisition, travel, etc., SAF believes that the academic dimension is paramount. We share this perspective with our member universities and their highly qualified and motivated students who seek to benefit from the opportunities provided through SAF. We will continue to partner with SAF member universities that offer a high-quality academic experience for SAF students.

The SAF model introduced to Asia—essentially a U.S. one—is intended to increase study abroad opportunities for students in Asia. Although SAF has helped make and shape a market, ultimately it has been student demand mediated by universities that has ensured success. The Foundation will continue to work closely with member universities and other partners to develop study abroad opportunities for highly motivated Asian students.

## SAF China Annual International Education Symposium 2013

SAF China was pleased to host its first annual International Education Symposium in Beijing on January 8, 2013. Attendees included representatives from the Department of International Cooperation and Exchange, Chinese Ministry of Education (MoE); Office of Pilot Software Engineering Schools (MoE); Chinese Service Center for Scholarly Exchange; China Scholarship Council (CSC); and Western embassies; as well as 21 members and prospective members of the SAF International University Network in China. Participants also included the president and co-CEO of SAF, John Belcher, and staff from both the Indianapolis and the SAF China offices. The theme of the symposium, "Exploration-Communication, Cooperation-Innovation," guided discussion regarding the developments in the internationalization of Chinese universities, the promotion of cooperation between domestic and overseas institutions and the exploration of existing problems as well as possible solutions in the development of international student mobility in China.

John Belcher welcomed guests with an overview of the opportunities and challenges Chinese universities face as they rapidly seek to internationalize. In Professor Belcher's opinion, the internationalization of universities can and should be measured by a variety of factors, including active cooperation with overseas universities of similar rank (including joint research projects), the overall level of international engagement of faculty, the diversity of the student population, the number of students who choose to study abroad, and the extent to which degree programs across the university curriculum consciously include international content.

In the context of China, Prof. Belcher discussed both favorable and unfavorable conditions that exist and often collide in the pursuit of internationalization. China's rapid economic development and increasingly open policies can be considered a favorable condition as Chinese universities seek to accelerate internationalization and to reach world-class university status. In addition, the solid foundation of Chinese elementary and secondary education is a powerful asset for Chinese universities. However, in the race to internationalize, Chinese university efforts appear, from a Western perspective, not to

be sufficiently strategic. Deals are cut, dual-degrees are established, memorandums of understanding are hung on office walls, but what remains unclear is if these activities are effectively helping Chinese universities internationalize and improve quality.



Carol Carmody, Vice President, SAF HQ



Melissa Trahyn, Program Coordinator, SAF HQ



Daniel Shen, Director, SAF China

Prof. Belcher cited the disciplines of science and engineering as a significant concern. At the tertiary level, Chinese departments of science and engineering remain comparatively weak and under-resourced relative to their Western counterparts; yet relatively few Chinese students majoring in these disciplines choose or are encouraged to study abroad at the undergraduate level. The development of student mobility programs specific to science and engineering students should be a priority including the simultaneous development of bi-lateral, multi-lateral and graduate access opportunities. In addition, Prof. Belcher cited the need for Chinese universities to support the development of professionally staffed international offices that can effectively guide universities as they become increasingly important and influential participants in the global higher education arena.

Other speakers included Mr. Zhixue Dong, Director, America and Oceania Office, CSC. Mr. Dong provided a detailed introduction to CSC's undergraduate study abroad scholarships, reviewed 2012 scholarship applications, and analyzed the constraints of these opportunities. Mr. Dong affirmed that SAF participants were eligible to compete for CSC undergraduate study abroad scholarships.

Presentations concluded with remarks from Ms. Xinhua Deng, Associate Director, International Office, Beijing Jiaotong University, and Mr. Runhui Lin, Associate Director, International Office, Nankai University. Both speakers introduced internationalization efforts within their universities and discussed their cooperation with SAF. To date, Beijing Normal has had 35 students participate on SAF programs and Nankai has had 19. Both Ms. Deng and Mr. Lin commented that they have received positive feedback from SAF participants and that they intend to continue to support SAF moving forward. Yifei Pan, a student from Communication University of China who attended the University of California, Santa Barbara through SAF also spoke enthusiastically about her experiences.

The second part of the symposium was designated for group discussion and debate. Participants discussed international program operations, including how to: motivate students to participate in study abroad programs, effectively convey program information to prospective students, and encourage more academic departments to participate in the university's internationalization strategies. Participants actively shared experiences from their own universities and listened closely to the valuable lessons imparted by their colleagues.

Universally, participants agreed on the need to develop and require participation in pre-departure orientation programs for all outbound study abroad students. There was similar consensus that administrative departments of the universities should actively cooperate with the

international office in all aspects of internationalization. For example, it was recommended that academic affairs offices work closely with international offices to establish clear policies and procedures for credit transfer post-study abroad. Participants also discussed the need to develop a variety of opportunities for study abroad including bilateral exchange, provider study abroad, overseas internships and summer programs.

After a lively afternoon of discussion and debate, the SAF China first annual International Education Symposium concluded with a jovial New Year's dinner celebration.

## Introducing New SAF Staff

### **Eric Galligan, Program Coordinator** **SAF Headquarters, Indianapolis, IN**

Eric Galligan joined SAF in July 2012. He is a graduate of Butler University where he earned a B.A. in journalism and a minor in Chinese. After graduation, he studied Chinese language and culture, receiving a scholarship from the China Scholarship Council (CSC) to attend Zhejiang University in Hangzhou. Following his studies, Eric spent two more years in Hangzhou as an ESL teacher. Eric is responsible for SAF programs in Southern California and Utah.

### **Aimee Qiao, Program Coordinator** **SAF China, Beijing Office**

Aimee Qiao joined SAF as a program coordinator in April 2012. She graduated from the University of International Business and Economics where she majored in Russian. Before joining SAF, Aimee worked for an international educational counseling company. Her duties included providing students with support in completing their applications for study at the University of California, Riverside.

### **Tony Li, University Relations Officer** **SAF China, Shanghai Office**

Tony Li joined SAF as a university relations officer in February 2013. He earned a M.Sc. in management from the University of Stirling, Scotland, U.K. and worked at the Taikang Life Insurance Company Limited as a marketing manager for two years prior to joining SAF.

### **Celeste Wu, Program Coordinator** **SAF China, Shanghai Office**

Celeste Wu joined SAF as a program coordinator in March 2013. She graduated from the University of Tennessee with a master's degree in recreation and sports management. Prior to joining SAF, Celeste

worked for JLL Overseas Education as a senior consultant.

### **Samantha Liang, University Relations Officer** **SAF China, Guangzhou Office**

Samantha Liang earned a bachelor's degree in economics from Guangdong University of Business Studies and a master's of professional communications from Edith Cowan University, Australia. She was previously employed as an account manager for an e-commerce company and joined SAF in November 2012.

### **Katherine Li, University Relations Officer** **SAF China, Guangzhou Office**

Katherine Li joined SAF at the end of November 2012 after graduating from the University of Dundee, Scotland, U.K., with a bachelor's degree in geography and environmental science.

### **Michiko Hiromi, Manager, Univ. Relations & Program Development** **SAF Japan, Tokyo Office**

Michiko Hiromi joined SAF in April 2013 with considerable experience in the field of international education, particularly in study abroad advising and student services. She earned a B.A. from Tsuda College, majoring in communications. During her undergraduate studies, she participated in an exchange program at the University of Westminster, London, and also gained volunteer experience at the Japan Society of the U.K. For the past five years, Michiko managed a study abroad advising services team for a Japanese study abroad organization.

### **Michiyo Fujimoto, Program Coordinator, Program & Student Services** **SAF Japan, Tokyo Office**

Michiyo Fujimoto received her undergraduate degree in English language and culture from Kyoto University of Foreign Studies. After

## Introducing New SAF Staff (continued)

working for several years in the airline and travel industries, Michiyo spent two years teaching English and hospitality in Kyoto and Osaka. Michiyo then returned to the U.S. to complete her M.A. in TESOL at The University of Mississippi (Ole Miss). While earning her master's degree, she taught at a Japanese supplementary school and worked for the Ole Miss International Outreach Office. Michiyo joined SAF in December 2012.

### **Sachiko Nakazato, Program Coordinator, Pgm. & Student Services SAF Japan, Tokyo Office**

Sachiko Nakazato received her undergraduate degree in social welfare and English literature & language from Musashino University. As an undergraduate, she studied English language at the University of Victoria in Canada and upon graduation entered Doshisha University Graduate School of Global Studies where she concentrated on American studies. Sachiko participated on a one-year graduate-level exchange program at Smith College in Northampton, Massachusetts. Sachiko joined SAF in February 2013.

### **Mina Hosoi, Coordinator for Short Term Overseas Programs SAF Japan, Tokyo Office - Keio University**

Mina Hosoi joined SAF in May 2012. Mina has an international background having spent much of her youth living in both China and Japan. This transnational experience fostered a strong interest in East Asia, which led her to pursue studies in Chinese language and modern Chinese economics at Tokyo University of Foreign Studies. Mina also

participated in an exchange program at the University of Hong Kong. She is currently based on the Mita campus of Keio University.

### **Leona Oh, Researcher, University Relations & Program Development SAF Korea, Seoul Office**

Leona Oh received a B.A. from Boston University in 2007 with a major in advertising. After graduation, she worked as a reporter for a local Korean newspaper and was an education program planner for the Korea Federation of Advertising Associations. Leona has experience in online marketing and web planning and has taught English at a public elementary school in Korea. More recently, she attended the TESOL program at Hankuk University of Foreign Studies. At SAF, Leona will contribute to the development of the SAF International University Network in Korea.

### **Ichen Yang, Administrative Assistant SAF Taiwan, Taichung Office**

Ichen Yang, a pianist, graduated from Moscow State Conservatoire in 2006, and for the next three years she studied Spanish music at Academia Marshall in Barcelona. Apart from music, Ichen is also interested in learning new languages, such as English, Spanish, and Russian, which she speaks fluently. Ichen has played concerts and competitions across Europe and Asia. Ichen joined SAF Taiwan in September 2012 as an administrative assistant and student counselor.

## SAF Japan Strengthens Pre-Departure Orientation System

Each year SAF Country Offices (Beijing, Guangzhou, Shanghai, Taichung, Seoul, Tokyo) work to improve their pre-departure services, and SAF Japan recently launched a three-session pre-departure orientation program for all participants.

- **First session** (three months prior to departure): Students are introduced to SAF support staff, receive pre-departure handbooks and materials, and review basic information related to study abroad such as financial matters, health issues and immunizations, insurance, flights and visas, as well as intercultural communication strategies.
- **Second session** (two months prior to departure): Students are split into two groups with academic students focusing on university-level study skills and classroom culture, and language students focusing on cross-cultural communication.
- **Third session** (two weeks prior to departure): Students review emergency/crisis management procedures, arrival details, host university check-in and orientations, housing and meal plans, financial

matters, and student life from an intercultural perspective.

SAF is committed to further developing our pre-departure systems as we work to ensure that all students are well-prepared for their overseas study experience.



Kumiko Fukuda, Associate Director, Program and Student Services, SAF Japan

## SAF Japan Student Profile

**Mr. Toshiki Okumura**

Home University: Chuo University, Japan

Major: Cross Cultural Studies

Host University: University of Westminster, U.K.

Duration of Study: Academic Year 2011-12

Program Type: Language + Concurrent Enrollment

Entry TOEFL: 63 iBT



Toshiki Okumura, Chuo University, Japan

Westminster Course Enrollment:

- INR411 Globalization, Power and International Governance
- FTR411 Introduction to Film
- EAXP04 English for Academic Purposes (Socrates)
- EFL471 Speaking Skills

**Why did you choose to study abroad?** I was always the type of person who, even when I saw something I thought was interesting, would not take the initiative to make something happen on my own. When I entered university, I began to realize that I was putting my strong sense of curiosity to waste, and made a decision that throughout my university studies I would make a conscious effort to “do something” when I recognized the chance. Looking back, the most successful example of this new mindset was my taking the first step towards preparing for study abroad, based on my long-standing yet vague admiration of things foreign.

**What will you remember most about your study abroad experience?** I, of course, had plenty of fun and interesting experiences while overseas, but in some ways it's the challenges and difficulties I faced that remain most prominent in my mind when I reflect back on my time in the U.K. During my year in London, I faced many hurdles, some of which I was not able to clear, and I came to realize that study abroad is not something you can take lightly and think that by simply going overseas you will learn and grow. But I can confidently say that working through the challenges that you face while on a study abroad program will further develop you as an individual and the experiences will become a part of you, as will the memories of challenges that you faced but in the end turned away from.

I am sure that I'll continue to face uncertainty in my university and future professional life in Japan, but through the strength of the memories and experience I gained facing challenges and enjoying my life abroad, I'm hopeful that I'll be ready for any challenges that come my way.

## SAF Japan Holds Inaugural Alumni Association Event in Tokyo

Since 2006, 4,365 university students from China, Taiwan, Japan and Korea (2,354 from Japan) have studied abroad on SAF programs. In recognition of such a significant number of SAF alumni, SAF Japan held its first formal Alumni Association gathering on Saturday, December 1, 2012. More than 70 past study abroad students participated in the event, which provided SAF returnees from different universities across Japan with an opportunity to strengthen lateral ties and provide guidance to students who are considering a course of study abroad in their future.



SAF alumni attend the first Association gathering.

To kick off the event, five former SAF students presented on the topic, “Can the Internationalization of Japanese University Students Change the Future of Japan?” This topic is extremely relevant as the Ministry of Education, Culture, Sports, Science and Technology (MEXT) continues to insist that Japanese university internationalization is critical to the development of a competitive “global workforce.” While all five students concurred that internationalization can change the future of Japan, each presented different viewpoints on how study abroad impacted their lives and how they believe it will affect their future. Participants voted on their favorite presentation, and Mr.

Toshiki Okumura, a fourth year student from Chuo University, was selected the winner.

The alumni presentations were followed by a special talk by a former SAF student who is now in the workforce. Mr. Yutaro Hara, a graduate of Keio University who studied abroad at the University of Utah in 2009, spoke about how his study abroad experience continues to inform his work with Fujitsu, Inc. Of particular interest to all in attendance were Yutaro's

remarks on how his own perception of the value of a study abroad experience changed pre- and post- employment. For example, Yutaro assumed that studying abroad would make him a “global citizen and global worker,” but after a few years on the job he has come to believe that one experience abroad is not necessarily sufficient to make one “global.” Yutaro was also convinced that mastering English was the key to getting a good job, but now he does not quite see it that way. Yutaro commented that English proficiency should not be seen as a solution to getting a job as it is only one of many important tools or skills that employers are looking for. It's an important skill indeed but not the answer to every Japanese university student's quest for quality employment.

## New SAF Members 2013



SAF students attending the University of Minnesota

- China – Beijing Forestry University
- China – Beijing Institute of Technology
- China – Dalian Maritime University
- China – Hainan University
- China – Shanghai Maritime University
- China – University of Electrical Science & Technology in China
- Japan – Japan Women’s University
- Japan – Meiji University
- Korea – Kongju National University
- Southeast Asia – Universiti Brunei Darussalam

## SAF Develops 4-week International Career Exploration Program

SAF, in cooperation with member universities who have been selected for the Japan Ministry of Education, Culture, Sports, Science and Technology (MEXT) Project for Promotion of Global Human Resource Development (G30+), has worked to incorporate elements of the MEXT programmatic guidelines into SAF’s 4-week International Career Exploration Program in London. The program, offered through partnership with FIE: Foundation for International Education, a London-based non-profit educational organization, brings Japanese students from SAF member universities to London in February-March to learn about international careers from a British/European perspective, acquire skills that will assist them in the job-hunting process and future employment, and reflect upon what it means to have an international career. The program combines classroom seminars and career-related excursions throughout London and the surrounding area.

In addition to meeting goals as articulated by the Project for Promotion of Global Human Resource Development, SAF worked closely with FIE to incorporate elements of MEXT’s Student Exchange – Nippon Discovery (SEND) initiative, which recommends that Japanese students studying overseas interact with local students not only to learn about the overseas culture, but also to actively introduce aspects of Japanese life and culture. During the Spring 2013 program, Japanese participants from Keio, Chuo and Meiji universities had the opportunity to closely interact with American



SAF ICDP participants land at Heathrow Airport.

students also studying abroad in the U.K. Together these students were able to reflect on business and educational practices from a European, North American and Asian standpoint.

SAF is developing similar career exploration programs for Japanese students in New York and Singapore, which we plan to offer starting Spring 2014.