



# Developing U.S. : China Partnerships: Challenges and Opportunities

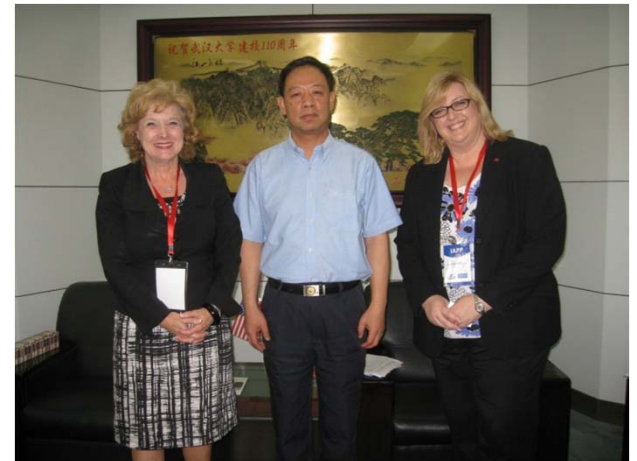
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**AIEA Conference  
February 21, 2012**





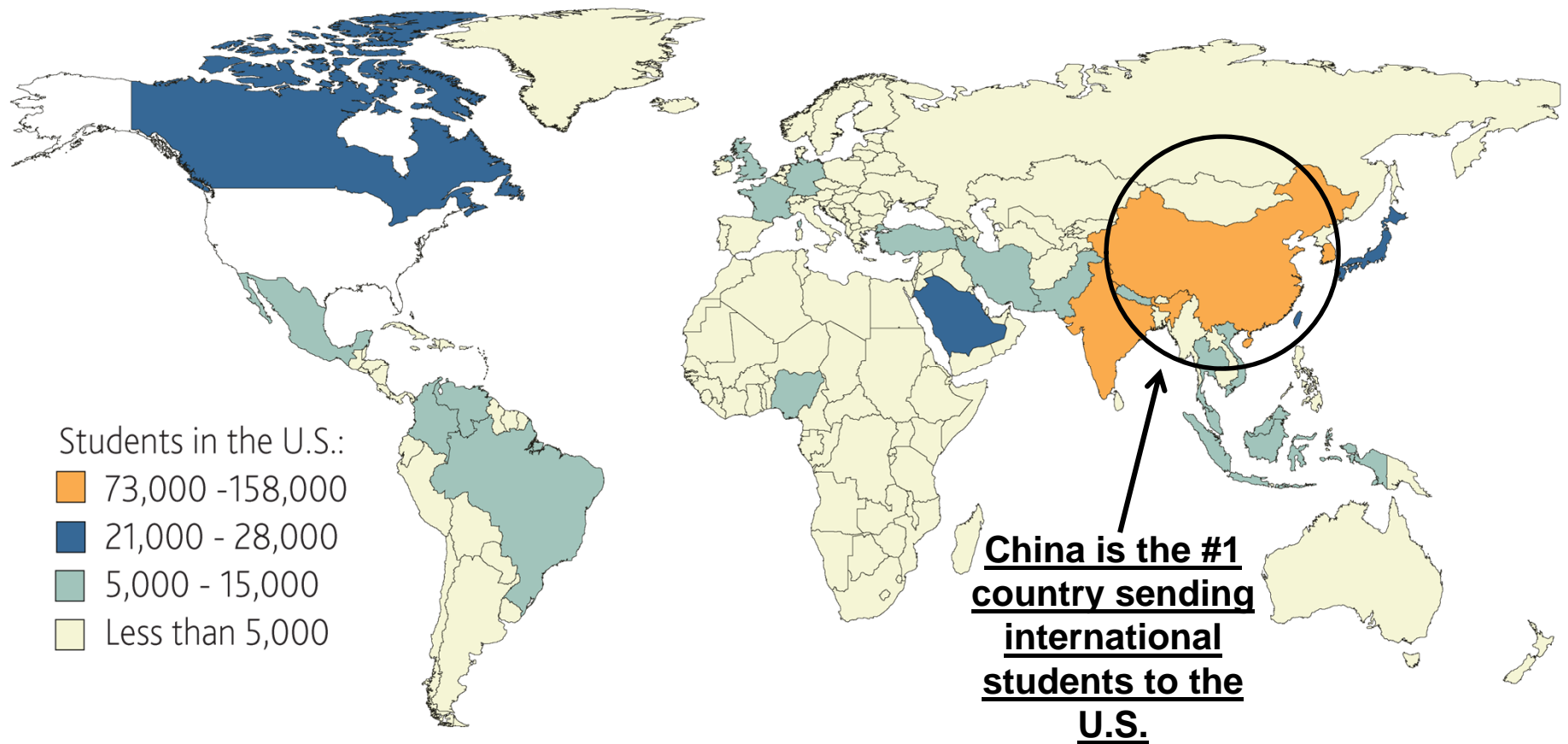
## Why China?

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- **Strong U.S. & Chinese Government Support**
- **Large & established higher education system (>2300 institutions)**
- **Long history of partnerships**
- **Cultural importance placed on education**
- **Exchange imbalance**
- **Knowledge of U.S./China is valuable to graduates**

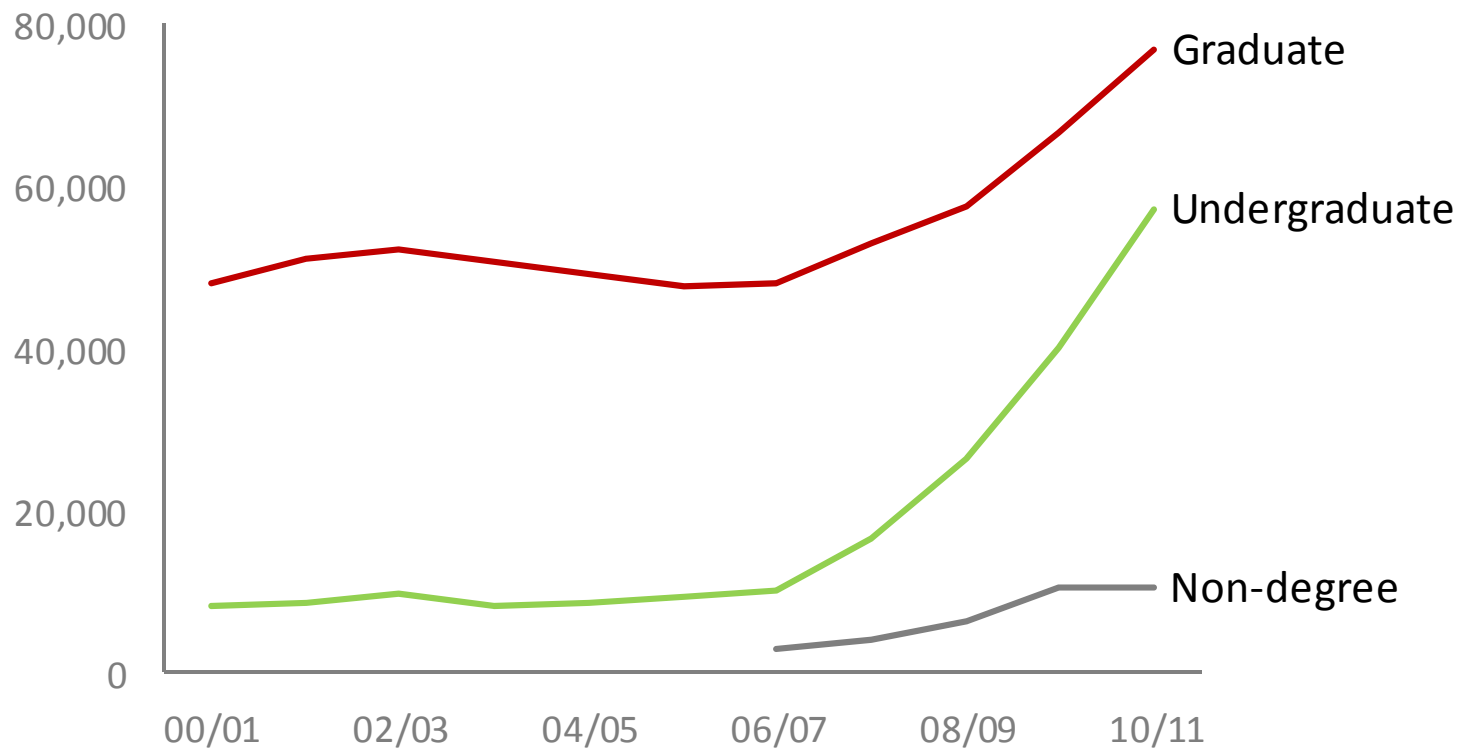
# Places of Origin, 2010/11

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# China: Trends by Academic Level

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# International Academic Partnership Program (IAPP)

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- Originally funded by the U.S. Department of Education's Fund for the Improvement of Postsecondary Education (FIPSE)
- The Program assists U.S. institutions in establishing partnerships with higher education institutions in a focus country.
- Activities include:
  - Webinar Series
  - Pairing institutions with a mentor from the IAPP Advisory Board
  - Guidelines for developing a campus-wide partnership strategy
  - Study Tour





## 2012-2013 IAPP Programs

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- IAPP India: Application Cycle: May 1-June 1
- IAPP Brazil: Application Cycle: September 1-October 1

Visit [www.iie.org/iapp](http://www.iie.org/iapp) to download the application  
(available May 1 and Sept 1).



**IAPP Program Fee:** \$12,500-\$15,000 (varies depending on focus country)

The program lasts for one year and includes a one-week study tour to the focus country.



## Past IAPP Participants

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Baruch College, CUNY  
Brandeis University  
Brookdale Community College  
Cal State Fullerton  
California State University, San Bernardino  
Chatham University  
College of William and Mary  
Daemen College  
East Tennessee University  
Florida Atlantic University  
Greenville Technical College  
Illinois State University  
Jacksonville State University  
Lake Washington Technical College  
Marymount Manhattan College  
Monroe Community College  
Monterey Institute of International Studies  
Oakland Community College  
Ohio Wesleyan University

Queens College, CUNY  
Rutgers University  
Saginaw Valley State University  
Southern Methodist University  
Spelman College  
St. Cloud State University  
Stevens Institute of Technology  
SUNY Fredonia  
The College of New Jersey  
The University of Tulsa  
UMASS, Amherst  
UMASS, Dartmouth  
University of South Carolina  
University of South Florida  
University of Southern Indiana  
University of Toledo  
Utah Valley University  
Washington State University  
Winston Salem State University



## IIE'S Global Partnership Service (IIE GPS)

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- 1) IIE Global Partnership Toolkit
- 2) IIE's Strategic Planning Worksheet
- 3) Strategy Meeting
- 4) Partner Search Announcement
- 5) Shortlist of Potential Partner Institutions

For more information, visit: [www.iie.org/gps](http://www.iie.org/gps)

*This program is available on a rolling basis.*



# DEVELOPING U.S.-CHINA PARTNERSHIPS CHALLENGES AND OPPORTUNITIES

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San Francisco State University

AIEA Annual conference

Washington DC

February 21, 2012



SF STATE

# Outline

- I. General Introduction of China's Higher Education System and Status
- II. New Plans and Goals for Chinese Higher Education Development
- III. Opportunities to Collaborate with Chinese Higher Education Institutions
- IV. Challenges in Identifying and Developing Successful and Sustainable Partnerships



I. General Introduction to China's Higher  
Education System and Status,  
as of December, 2011



# Number of Higher Education Institutions in China

	Year 2010	Year 2011
Academic total	2,305	2,358
4-year	1,090	1,112
	(including 323 independent colleges)	
2-3 year	1,215	1,246
	(including 1071 vocational/Tech colleges)	
Private		676
	(including 323 independent colleges)	
Adult	384	365



# Number of Matriculated Students (2010)

## Total number of enrolled students

- o 31,050,000 (1,260,000 increase, or 4.2%)

## Gross enrollment of age cohort

- o 26.5% in 20102 (24.2% in 2009)

## Graduate enrollment

- o 1,538,000 (1,404,942 in 2009, 9.5% increase)



# Number of Matriculated Students

## Web-based programs enrollment

- o 4,172,721

## Adult education institutions

- o 5,360,000 (5,413,513 in 2009)

In 2009:	2,256,662	in 4-year
institutions		
	3,156,851	in 2-year
institutions		



## Size of China's Education Enterprise (2010)

### 337,910,000 total in education

- o 320,990,000 students
- o 16,920,000 employees

### Gross enrollment rate (18-22) in college

- o 3.5% in 1991
- o 24.2% in 2009
- o 26.5% in 2010

### Average enrollment in higher education institutions

- o 2,591 in 1991
- o 9,086 in 2009



# Massification of Education in China (2011)

- Pre-school students 56.6% (5.7% increase)
  - Compulsory elementary 99.7% (0.3% increase)
  - Junior secondary 100%
  - Senior secondary 82.5% (3.3% increase)
  - Higher education 26.5% (2.3% increase)
- 
- Because of demographic changes, China's high school students have been declining consecutively for three years.





## International Students and Study Abroad (Revise)

- 117,548 international students enrolled in 2010.
- 164 Chinese institutions take international students with Chinese government scholarships.
- 34 Chinese universities offer English taught programs (no undergrad).
- 419 Government approved study abroad agencies.



U.S.-China Joint Communique of January 19, 2011  
announced the creation of Governors Forum for all kinds  
of exchange and cooperation, and the implementation of  
President Obama's 100,000 Strong Initiative.



## II. New Plan and Goals for China's Higher Education Development

### The "Blueprint"

**A key document in China's strategic education planning, The National Outline for Medium and Long-Term Educational Reform and Development (2010-2020), was announced on July 29, 2010.**



# National Outline in Education

## Education's Strategic Importance

- It is taken at as the “fundamental route” (根本途径) leading to China's rise, its social progress, improvement of the civilization of its citizenry, and holistic development of its people
- It is of “deciding significance” (决定性意义) in its nation building and modernization



# National Outline in Education

## Strategic Directions

- ✓ To build a country of creation and innovation
- ✓ To focus on the needs of the people
- ✓ To promote equal opportunity in education
- ✓ To improve quality of education
- ✓ To implement holistic/individual education
- ✓ To move China from
  - A country with the biggest education enterprise, to 教育大国
  - A country of excellence in education 教育强国



# National Outline on Education

## Strategic National Priority

- ❖ Priority in China's social-economic development
- ❖ Budget allocation and public resources will meet education needs
- ❖ 4% of GDP will be allocated to education by 2012  
(It was 3.66% of GDP in 2010)
- ❖ Non-government funds for education will be encouraged
- ❖ Government spending planned to increase by 14.6% in 2011.



# National Outline on Education

## Strategic Goal

By 2020, China wants to:

- Bring education to its beginning stage of modernization
- Create a society of learning and learners (学习型社会)
- Become a strong country in human resources (人力资源强国)



# National Outline on Education

## Specific Goals

### Improve its massification of education:

- Basically universalize pre-school education
- Consolidate and improve 9-year compulsory education
- 12-year education reaches 90%
- Reach 40% of age cohort in higher education
- Eliminate illiteracy in young and middle-age population
- Educational attainment of newly added labor source up from 12.4 to 13.5 years
- Educational attainment for major working population up from 9.5 to 11.2 years
- Number of people with higher education will double from that of 2009.





# National Outline on Education

## Specific Goals

- Education should be for public good (公益性) and should benefit all citizens (普惠性)
- Provide equal public education
- Reduce gaps between urban and rural areas
- Guarantee that students do not lose schooling for financial reasons
- Provide schooling for children of mobile workers
- Ensure handicapped children's education



# National Outline on Education

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## Specific Goals

### Provide more high quality education

- o Build a comprehensive system for life-long learning
- o The continuing education participation rate of those employed will reach 50%



# National Outline on Education

## Strategic Theme (战略主题): promote students holistic development

- Ethic and moral education first: Concept of a citizen in a civic society, sense of social responsibility, beliefs in democracy, freedom and equality, justice and fairness, abide by the law, to become qualified citizens of a socialist society.
- Emphasize ability training: ability to learn, to practice, to innovate, and to have creativity and problem solving ability.
- Holistic education: strengthen and improve moral/ethic education, academic achievement, physical education, and aesthetic education, achieving balances between knowledge acquisition and nurturing of ethics and morality, theoretical knowledge and social practice, have comprehensive and individual development.



# National Outline on Education

## Quantitative Objectives in Higher Education

Category	2009	2015	2020
Total Student Number	29,790,000	33,500,000	35,500,000
Total Enrolled on Campus	28,260,000	30,800,000	33,000,000
Including Graduate Students	1,400,000	1,700,000	2,000,000
% of Age Cohort	24.2%	36.0%	40.0%



# National Outline on Education

## Tasks in Educational Development

- Some institutions reach or nearly reach the level of world class universities
- Improve quality of education and students
- Enhance and improve research
- Strengthen the role of service to the society
- Improve the higher education infrastructure, lead to appropriate classification, support international collaboration and exchange (This last point leads to the following):



# National Outline on Education

## Expand Openness of Education to the World

- Strengthen international exchange and collaboration
- Import and utilize high quality education resources from abroad
- Attract talent to China
- Step up all levels of exchange and collaboration, including:
  - Diploma and degree articulation
  - Teacher and student exchanges
  - Credit recognition
  - Joint degrees
  - Running schools overseas (such as CI)
  - Improve and perfect government sponsored overseas study
  - Increase international student number in China
  - Cooperate with international organizations



# National Outline on Education

## One of the 8 strategies is:

Important education projects and experiments in international exchange and collaboration:

- Support a number of international collaboration entities in education as models
- Support a number of collaborated labs/research centers in universities
- Import a large number of high-level overseas talents
- Provide overseas training for K-12 principals and leading teachers
- Support and increase government sponsored study abroad
- Attract more international students to China
- Increase training in various foreign languages
- Support the work in building the Confucius Institutes



# Summary of the Blueprint

- Education is given vital importance in social and economic development of the country
- It is clearly a top-down approach, with high efficiency and questionable vitality
- There are several bright spots, including
  - Promoting equity and fairness: Education for public good
  - Enhance quality of education
  - Emphasize holistic development/liberal education
  - Want greater faculty autonomy and academic freedom
  - Promote and support private higher education





### III. Opportunities to Collaborate with Chinese Higher Education Institutions



## Opportunities to engage China in academic collaborations:

- ❖ Access to Chinese universities
- ❖ International student mobility
- ❖ Collaborative research
- ❖ Degree/curriculum articulation
- ❖ Growth in private sectors
- ❖ Foreign/joint campuses



# Opportunities (1)

## Access to Chinese universities

- Internationalization has changed from individual campus initiatives to a national goal with intentionality and purposefulness.
- Fast development and growth is shifting from coastal cities to the inland.
- Much decision making in international collaboration is now decentralized.
- More and more institutions are given the approval to host international students.



# Opportunities (2)

## International student mobility

- China wants to send more: Now #1 in the U.S.
  - China had 285,000 student abroad in 2010, total 1.27 million
  - New students going abroad increase by 24% in one year
  - Plan to send 300,000 in 2020
  - To the U.S.: 67,723/07, 81,127/08, 98,235/09, 127,628/10, 157,558/11
  - There are 419 approved study abroad agencies as of October 26, 2011
- China wants to receive more: 5<sup>th</sup> in the world in 2008
  - Fifth after U.S., UK, France and Germany
  - In 1950    33
  - In 1981    500
  - In 1997    39,000
  - In 2007    195,000
  - In 2020: plan for    500,000



# Opportunities (3)

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## Collaborative research

- On research projects and programs
- Establish and run research centers and labs
- Jointly apply for research grants



# Opportunities (4)

## Professional graduate education

- Development of professional graduate programs/degrees since 2009
- 118,000 new professional master's students in 2010, 24.8% of total, 8.9% increase, still low
- 1,506 new professional doctoral students, 2.4% of total, 1% increase
- 4,218 professional doctoral students, 1.6% of total
- 217,000 professional masters students, 17% of total, 6% increase

China can use a lot of assistance in further developing this sector.



## Opportunities (5)

### Degree/curriculum articulation

- Now officially encouraged
- Directives of 2006 and 2007 : to regulate and codify policies and practices
- 114 collaborative programs and entities approved
- 76 new Confucius Institutes and 228 new Confucius Classrooms established
- Large market potentials
- Quality concerns from both sides



# Opportunities (6)

## Growth of both the public and the private sectors

- Laws and policies encouraging private education
  - Law on private education passed in 2002
  - Policies and regulations were announced in 2004
  
- Private sector context and status
  - Currently under 1,000 regular private and independent colleges
  - 4,767,000 matriculated students, 20.9% of all full-time college students
  - New policy strongly encourages and supports private education
- Private sector will provide new and unique opportunities





# Opportunities (7)

## Foreign/joint campuses in China

- On June 7, 2006, MOE issued a directive on jointly running education programs with foreign institutions and entities.
- On April 6, 2007, MOE issued On Regularizing and Codifying Policies and Procedures for Joint Educational Programs with Foreign Universities.
- ECNU-NYU was approved early 2011,
- Duke University in Kunshan
- Nottingham in Hangzhou
- Wenzhou-Keen University



# Challenges in Identifying and Developing Successful and Sustainable Partnerships

Finding matching interests/needs

Institutional comparability

Realistic expectations

Effective communications



# Matching Interests and Needs

- Find mutual self-interest
  - Sending vs. receiving students
  - Different definition of “exchange”
  - Short and long term study abroad
  - Faculty exchange and training
  - Disciplinary priorities
  - Research collaboration



# Institutional Comparability

- Primary missions of institutions: teaching/research
- Special missions and strategic goals of institutions
- Matching disciplinary specializations
- Complimentary disciplines for mutual support
- Geographic locations
- Sizes of institutions and programs



# Realistic Expectations

- What each party will gain?
- What each party will contribute?
- Clear articulation of expectation
- Identify unmatched expectations:
  - Attract students to the US
  - Educate students in China
- Financial issues
- Understand the processes and power differences



# Effective Communication

- Identify the right and changing players
- Using multiple modes, and with patience
- Build personal relations and trust
- Face to face/mutual visits are always important
- Learn the culture (esp. political and academic)
- Knowing the language is always an asset



# Thank You!

Questions?

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SF STATE

# Best Practices

## Jacksonville State University

- Create equal partnerships.
- Consider purposes of partnerships.
- Select partners carefully.
- Cultivate the growing relationship.
- Understand each other's contexts.
- Review requirements of US regional accreditors.
- Review requirements of Chinese government.



# Best Practices, JSU

- Use a MOU for initial upper level approval.
- Determine levels of involvement across time:
  - Exchange of visiting delegations
  - Exchange of faculty
  - Exchange of students
  - Joint research
  - Joint conference or publication
  - Teacher workshops
  - Dual or joint degree programs
  - Other academic collaborations
- Create supplemental agreements as needed.

# Best Practices--JSU

- Address practical considerations.
- Establish an infrastructure for programs.
- Work on developing a few partnerships well.

# Developing a Strategic Plan

- “UVU is a teaching institution...provides opportunity...promotes student success...meets regional educational needs.”
- Limited partnership experience
- Study abroad, alumni, Chinese students, student clubs, heritage faculty, ESL and international student support
- China Strategic Initiative Task Force
- Growing academic program commitment: faculty hires, new course development, minors requested
- Global Spotlight: China
- Some financial support from President’s office



# Our China Strategy

## What We've Done

- *Utah Trade Mission to China*
- *Doing Business in China* conference
- *2011 Chinese Bridge for American Schools*
- 3 new Chinese studies FTEs hired, 7 Chinese courses created, 2 minors requested

## Future Plans

- Academic programs
- Local K-12 Chinese language program connection
- Business connection



# Challenges and Best Practices

- On-campus challenges
  - Experience with international partnerships
  - Administrative unit empowered to coordinate international activities across the university
  - University’s internationalization goals and achievement strategy
  - Budget
  - Partnership building college and school interests
- External challenges
  - Combining China connection, China expertise, and UVU’s best interest
  - Finding the “right” Chinese institutions
  - External funding
- Best Practices
  - Have a clear notion of your institution’s priorities in terms of internationalization.
  - Start slowly and build a relationship on smaller successes.
  - Work with experienced partners.
  - Tap into local/regional experience with partnerships.





# Thank you

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