



Senate

Paper Title	Establishing a Confucius Institute at QMUL
Outcome requested	Senate is asked to note the steps taken so far in establishing a Confucius Institute (CI) in partnership with the Shanghai University of Finance and Economics (SUFU), and is asked to discuss the proposed operation of the Institute.
Points for Senate members to note and further information	The paper sets out the focus and operation of the proposed CI, and notes how it sits within QMUL's broader activity and strategy in China. The potential for a CI to enhance existing collaborations and provide a platform for new ones, in part through increasing the flow of London-based students to spend time at Chinese HEIs, is noted. This will help support a strategy of diversifying activity in China, both geographically and in terms of subject areas. The development of a CI would also be appropriate given the level of QMUL's engagement with China.
Questions for Senate to consider	Senate is asked to consider the rationale for establishing the CI and steps that have been taken to ensure the maintenance of standards and academic practices.
Regulatory/statutory reference points	NA
Strategy and risk	<p>The proposal links clearly to the new institutional Strategy and the Aim (Strategic Aim 4) to embed an international dimension in all QMUL activities and to enhance the institution's stature as a leading global university.</p> <p>Strategic Risk 10 (reputational issues associated with the CI) and Strategic Risk 1 (effect of any reputational damage on recruitment of Chinese students in-country and to London) are both considered in this paper.</p>
Reporting/consideration route for the paper	<p>The proposal has followed the following internal approval process prior to its consideration at Senate:</p> <ul style="list-style-type: none"> • Approval by the Partnerships Board in October 2014. • Approval by QMSE on 11 November. • Approval by Council on 25 November, subject to sign-off of the detailed business case by QMSE. • Approval of the business case by QMSE on 16 December.
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Sponsor	Professor Simon Gaskell, Principal

Establishing a Confucius Institute at QMUL

1 Introduction

Towards the end of 2014, QMUL and the Shanghai University of Finance and Economics (SUFE) agreed to establish a Confucius Institute (CI) at QMUL's Mile End Campus, with a thematic focus on Finance, subject to the proposal receiving the required approvals at both institutions.

CIs are non-profit entities that are established (following approval from Hanban, the Chinese Government agency that is responsible for the Institute network) to promote Chinese language and to facilitate cultural exchange. There are over 450 CIs across the globe, five of which are currently located in London. The focus of this CI proposal on the financial sector as a thematic area has been viewed favourably by both the Chinese Embassy and Hanban during discussions, drawing on the identification of this as a priority sector by the Chinese Government.

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- Approval of the business case by QMSE on 16 December.

Approval has also been provided by Hanban. Prior to finalisation of the process and the approval of contracts, Senate is asked to note the steps taken so far and to discuss the proposed operation of the CI.

2 Proposal and Partner Institution

The CI would be operated in partnership with SUFE, with an emphasis on Financial Mathematics as a core topic. This would build on the academic strengths of both institutions in this area and also would align strongly with the strength of the financial services sector in both London and Shanghai. Both universities see the CI as an effective way to promote the Chinese language and to promote exchange and understanding. This would be relevant to the business sector but would also extend more broadly to the wider community and QMUL would use its excellent public engagement mechanisms to engage with our partner schools and other groups.

There would be a shared commitment between the institutions to the quality and success of this initiative. SUFE has been designated as a member of the leading group of Chinese universities (currently consisting of 118 HEIs, about 6% of the total number) and has a strong international ethos. SUFE began to admit international students in the 1960s, and in 2001, the International Cultural Exchange School was set up to teach Mandarin to international students. The number of international students studying in SUFE was over 2,500 in 2013, putting it in the top 20 universities in China by this measure. This ethos and experience of educating non-Chinese students will form a key component of delivering a successful CI.

The CI is planned to launch for the start of the 15/16 Academic Year, and it is intended that it will provide a basis for the development of joint research on contemporary economic problems affecting both the UK and China.

3 Operation

The CI would be based at QMUL's Mile End campus. Professor Kathryn Richardson, who is Chair and Director of the Language Centre, has been identified as the Director of the CI. The Centre is located within the School of Languages, Linguistics and Film, and there is a natural synergy with the remit of the CI, which will have a major focus on Chinese language teaching.

SUFE will send teachers and postgraduates to the CI as instructors or volunteers to teach Chinese. Teaching activity will be monitored to ensure that the high quality standards that characterise QMUL's China-related activity are maintained. These staff will be provided with accommodation while based in London. QMUL will provide senior staff to act in a governance capacity for the CI, as well as academic staff to support courses and educational activities.

Activity areas for the Confucius institute will include:

- Credit-bearing language courses for QMUL students as part of the new language strategy.
- Support for QMUL students to enable them to spend periods of time in China.
- Language courses for QMUL staff, particularly those actively involved in teaching in China.
- Language and cultural activities for communities around QMUL including Chinese classes for local residents and schools.
- Language courses for school teachers involved in teaching Chinese.
- Courses on language and business culture for the business community.
- Staff/students exchange with SUFE.
- General interest lectures for managers in the financial sector and for the relevant professional bodies.
- Research on the economy, society and education in the two countries.
- Consulting services for business in the UK wishing to do business in China, or vice versa.

These activities will be delivered through the following mechanisms:

- Formal courses
- Small group teaching
- Workshops and seminars
- Cultural events celebrating traditional Chinese events, such as Chinese New Year, Mid-Autumn Festival, or the Birth of Confucius.

Teaching space for the CI's activities will be sourced via centrally booked rooms where needed, and will be delivered off-site or via Skype etc wherever possible (this is likely to be the preferred option for business clients). The CI Director is meeting with the Teaching Bookings Manager to ensure there is awareness of the CI activity, recognising that the general approach to using teaching space will mirror that currently adopted by the Language Centre and will try to target times when overall demand for rooms is lower (e.g. Wednesday afternoons, late afternoon/early evenings on all days). The CI will access rooms for teaching and events via the room bookings facility, on the same basis as other elements of the institution. QMUL is required to identify a modest amount of administrative/office space for the CI staff and a room has been provisionally identified in the Temporary Building.

4 Management and Governance

The CI will have a governing Council comprising of five members nominated by QMUL and five by SUFE. The Council shall have responsibility for the operation of the Institute, including decisions regarding finance and development of strategy. However, employment of staff will remain the province of each university and each will appoint staff under the standard contracts and Terms and Conditions used for other employees.

QMSE will receive regular reports on major issues of deliberation at the CI Council and its views will be represented at Council meetings as appropriate.

Council members will be as follows (subject to finalisation):

Appointed by QMUL	Appointed by SUFE
President and Principal (Chair)	President Liming Fan (Vice Chair)
CI Director - Prof Kathryn Richardson	CI Co-Director - Ping Zou
Vice President (International)	Vice President (International)
Dean for China Operations	Dean of International Cultural Exchange School
<i>To be determined</i>	Director of International Exchange and Corporation Office

The Director and Co-Director, appointed by their respective universities, shall assume the main responsibility for the Institute's daily operation and administration. The Director and Co-Director shall ensure that the operation of the CI is in line with the requirements of Hanban and complies with all requirements under English Law. The Director will be able to draw on the significant expertise that is apparent within QMUL in terms of international operations and specifically working with Chinese institutions.

5 Business Case

The business case is built on the following inputs/assumptions:

- During the first three to five years of the QMUL Confucius Institute, Hanban will allocate 150,000 USD per year as the initial operational funds.
- QMUL will provide an equivalent amount through in-kind contributions, through (for example) providing the office space for the Confucius Institute on its Mile End campus and by providing the Director.
- Lecture facilities and computer facilities for teaching will be allocated as necessary from QMUL facilities to meet demand for particular events.
- SUFE will send administrative personnel and full-time language teachers to the QMUL CI, who shall assume the main responsibility for daily teaching and supporting the management of the Institute. Hanban shall pay for their salaries, international air fares, accommodation and medical insurance.
- Hanban shall provide free teaching materials, such as textbooks, books and audio-visual materials.
- Subject to agreement, the Confucius Institute Headquarters may provide financial support for special activities on teaching Chinese language and Chinese culture.

- QMUL shall pay for the expenses of the administrative and teaching staff of its own side.
- If the Council determines a need to hire local assistant Chinese teachers, it will apply to Hanban for financial support.
- The Institute may apply to Hanban for special appropriations for special projects as necessary.

Activities for external bodies (industry, commerce, some schools) will be charged actual costs including overheads plus a surplus element to allow teaching of Chinese to QMUL students to be charged at a reduced rate.

The financial exposure to QMUL is the cost of the office and lecture space plus the cost of the Director (via a responsibility allowance) and the administrator. Other costs will be covered by the start-up funds provided by Hanban, or through the staff supplied by SUFE.

QMSE have reviewed and approved the detailed business case, which forecasts a modest surplus financial position across the period of the business plan.

6 Rationale

QMUL is the only UK university with a serious commitment in China that does not have a CI. This proposal seeks to address that and by doing so to strengthen QMUL's reputation and activity in China.

The proposal allows for the establishment of a partnership with SUFE, which will help to allow for a diversification of QMUL's activity in China, both in terms of geography, partners and also subject areas.

The proposal links clearly to the new institutional Strategy and the Aim to embed an international dimension in all QMUL activities and to enhance the institution's stature as a leading global university. The CI has the potential to have a positive effect on our other existing (and future) partnerships in China, for example by supporting an increased flow of UK based students to these institutions for periods of study/experience, following language teaching at Mile End.

Both QMSE and Council have been alert to the concerns that have been raised in connection to CIs and have been assured that no threat to academic freedom arises from this proposal. QMUL will retain control of its staff appointments and colleagues involved in the CI will remain on QMUL contacts, with corresponding protections in terms of academic freedom and freedom of expression within the law that extend to all staff at the institution. These steps will also help mitigate reputational risks associated with the hosting of a CI (Strategic Risk 10).

It should also be acknowledged that an unsuccessful CI could affect the operation of current Joint Programmes and the development of new collaborations (Strategic Risk 1). The CI will therefore be managed by an experienced Director, with support from a range of colleagues with considerable expertise in China-related initiatives. The governance arrangements described above will provide the required level of oversight for the CI's operation.

7 Summary

Senate is asked to:

- Note the process followed so far to establish a CI at QMUL.
- Discuss the proposed operation of the Institute.
- Discuss steps that have been taken to ensure the maintenance of academic standards and practices.

Kevin Kumar, 3 March 2015

Annex 1 - List of Confucius Institutes in the UK

London institutions are in bold.

- Bangor University
- University of Leeds
- Cardiff University
- **Institute of Education, University of London**
- **LSE**
- University of Strathclyde
- **London South Bank University**
- De Montfort University
- Dulwich College
- Edge Hill University
- **Goldsmiths**
- Lancaster University
- **SOAS**
- University of Aberdeen
- University of Central Lancashire
- University of Edinburgh
- University of Glasgow
- University of Liverpool
- University of Manchester
- University of Newcastle
- University of Nottingham
- University of Sheffield
- University of Southampton
- University of Ulster
- University of Wales, Trinity Saint David