

# ***Duke Kunshan University: Building a New University from Scratch***

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# The New Demands of Higher Education in the 21<sup>st</sup> Century

*“The notion that the knowledge you gained in college over four years can sustain a successful career over the next 30 years is obsolete! Its is now all about the ability to develop an “agile mindset” and to become a life long learner able to shift and adapt to the changing demands of society and economy in the 21<sup>st</sup> century.”*



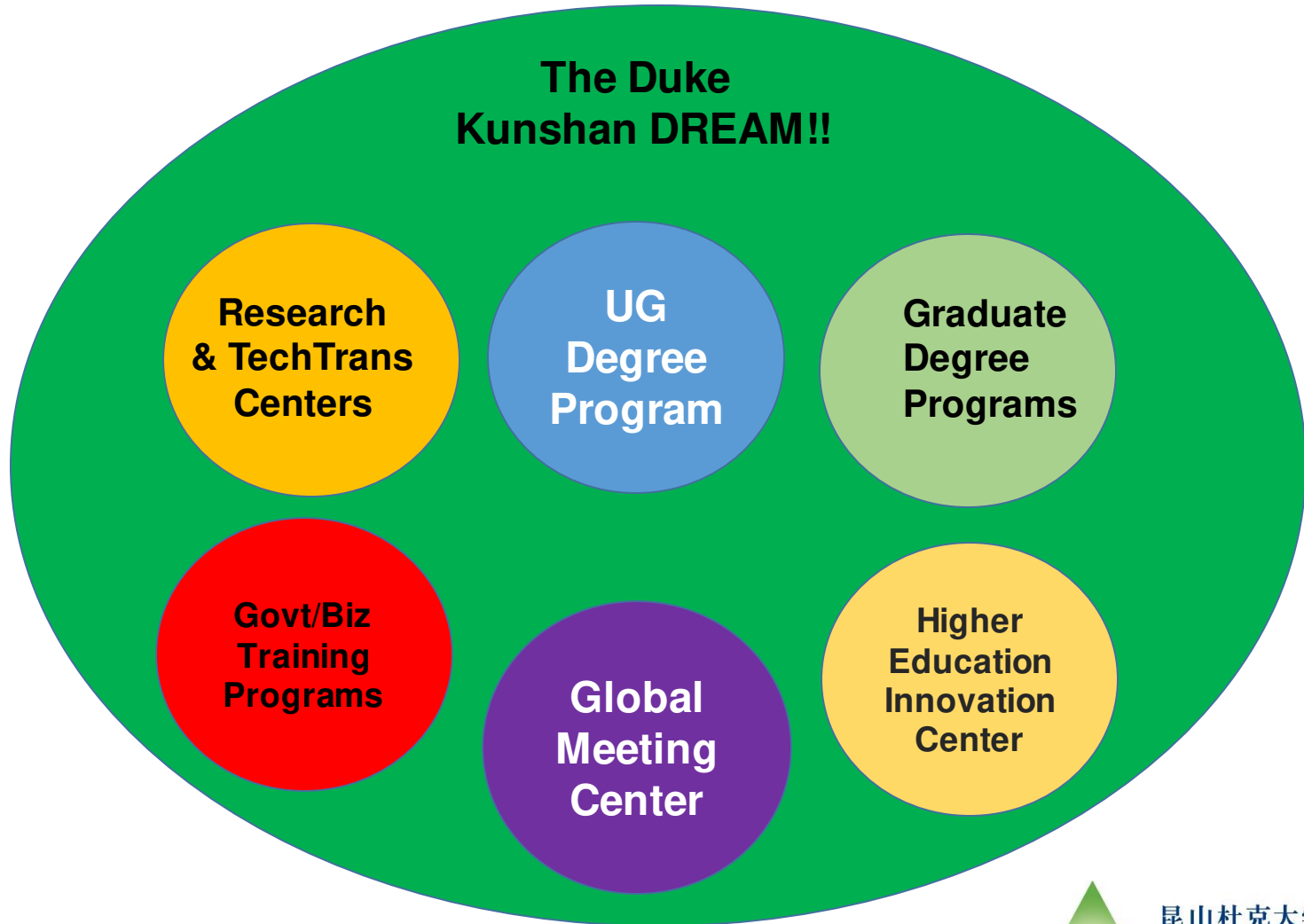
# WHAT IS Duke Kunshan University

- Duke Kunshan is **one of only nine Sino-foreign joint venture universities** approved by China's Ministry of Education—it is the highest ranked, most research intensive, and is the highest quality of the nine institutions
- Duke Kunshan is **a registered Chinese university and legal entity** under PRC law offering both graduate and undergraduate (2018) degrees as well as professional certificates for executives, managers and govt officials: it is not a branch campus
- Duke Kunshan is **a research-oriented liberal arts university** offering an innovative new curriculum for both Chinese and international UG students: from graduate to UG degrees
- Duke Kunshan is **a heavily networked, dynamic knowledge platform** that serves as a research hub for US-China collaboration and strategic partnerships, e.g. Global Health
- Duke Kunshan **is a globally connected site for international and regional conferences and workshops**
- Duke Kunshan **is a catalyst for connecting people across the Pacific** to support commercialization of R&D, expanded trade and investment, and broader Sino-American cross cultural engagement
- Duke Kunshan is **an engine for economic development** of Kunshan and the Yangtze River Delta





# DKU Comprehensive Footprint





# Duke Kunshan Accomplishments: The Startup Phase

- Four Master's degree programs up and running, delivering high quality graduate education + new Masters in Electronic & Computer Engineering
- Global Learning Semester for UG students—delivering high quality liberal arts education...testing the liberal arts model: 4 yrs track record
- A dynamic research enterprise, including several regionally recognized research centers, e.g. Global Health (WHO center)
- Build out of highly functional, high quality IT infrastructure
- Duke Kunshan site for several high profile conferences, including host for Town Hall 2015/17/18 meetings on US-China relations for National Committee on US-China Relations and “International Innovation Forum” in May 2016
- High caliber administrative team in place with all senior leadership positions filled



# Strategic Value of Duke Kunshan to Kunshan

- Duke Kunshan high end talent (faculty) and high quality research programs supports Kunshan transition from a manufacturing to a knowledge-driven economy: technology transfer & commercialization
- Relationship with Duke provides connectivity to high tech communities abroad, e.g. Research Triangle Park in North Carolina (home to three large comprehensive research universities)
- Enhanced global connectivity supporting the internationalization of Kunshan: connected through sister cities and events
- Enhanced prestige derived from Duke University's global brand image
- Enhanced image and visibility of Kunshan culture and society via Duke Kunshan visitors and participants
- Recognition derived from taking leadership role in reform of PRC higher education



# Strategic Value of Duke Kunshan to DUKE University

- Helps advance Duke's global engagement and supports its goal of becoming a true global university: global reach with global impact
- Increased faculty and student research opportunities to address issues of local and global importance
- New opportunities for curricula and pedagogical innovation: two way tech transfer
- Utilization of new educational technologies, e.g. CISCO tele-presence
- Strengthen Chinese studies at Duke University
- Key partnership opportunities with entities in world's #2 economy
- Linkages between China and North Carolina economies
- Greater access to top-notch students at undergraduate and graduate levels



# ONSET of the Duke Kunshan UG Program

- Four-year degree program launched in August 2018 that is designed to be responsive to the talent needs of China while providing a Duke-quality education: educate global leaders & citizens
- Compatible with the quality and character of a Duke UG education, but also is unique and distinctive from the traditional Duke UG experience: modular, interdisciplinary, team-taught, etc.
- Offers a unique learning environment that will serve as a pedagogical test bed for experimental approaches to undergraduate education
- Addresses the vision of China's Ministry of Education to explore novel educational paradigms and diverse educational approaches as China considers options for introducing further reform of its higher education system: over 2700 visitors in 2018 to learn about DKU!





# The Duke Kunshan NEW UG Curriculum

- An interdisciplinary undergraduate learning experience that combines the innovative elements of a liberal arts college with the core strengths as a comprehensive research university
- 36 months of intensive effort by Duke faculty to develop an advanced, innovative curriculum that goes beyond the current Duke UG in terms of breakthrough thinking and new advances in teaching and learning
- Six key features to the curriculum: 1) shared knowledge and experience; 2) integrated learning; 3) deep learning; 4) intensive learning (modular); 5) flexible pathways; and 6) signature products



# Six Animating Elements of the Duke Kunshan Curriculum

- Independence and creativity: open minded students seeking original answers
- Rooted globalism: informed & engaged global citizens w/local connectivity
- Collaborative problem-solving: able to work together in cross-cultural, cross functional teams
- Research and practice: forge links between study, theory and practice
- Wise leadership: thinkers & doers who have a solid moral, ethical compass
- Purposeful life: connect studies with big questions of life, society & community



# Key Curriculum Requirements

- Common core for all students
  - Global Challenges in Science, Technology and Health
  - China and the World
  - Ethics, Citizenship and a Purposeful Life
- Language courses in English and/or Chinese
- Divisional foundation requirements to prepare students for more specific areas of study (2-6 courses)
- Interdisciplinary concentrations or majors that span different disciplines across broad divisional areas of knowledge (5-8 credits)
- Specializations that provide disciplinary depth (4-5 credits)
- Research/”Signature project”—thesis or creative project
- Electives + “signature work”
- Practice-oriented education supported by internships and civic projects
- Mini-term—focused exposure to a single topic chosen by student
- Technology is integrated into the curriculum to support collaboration and global engagement



# Five Core Competencies

- **Communication (Writing and Speaking):** Students will develop the ability to communicate effectively, both orally and in writing, for varied genres and audiences;
- **Critical Inquiry and Research:** Students will develop the skills necessary to formulate meaningful questions, locate and synthesize information, & work with data; emphasis on critical thinking
- **Intercultural Competence:** Students will develop the ability to understand local and global events and issues from multiple regional, national, and minority perspectives
- **Ethical Reasoning:** Students will develop the ability to assess critically the consequences of actions, both individual and societal
- **Teamwork and Leadership:** Students will develop team-based approaches to problem solving, as well as the ability to lead, organize, and work effectively in collaboration with others to accomplish common goals.



# Key Student Learning Outcomes

- Students will learn personal and social responsibility
- Students will obtain evidenced based reasoning & problem-solving skills
- Students will demonstrate knowledge of foreign cultures and the physical & natural world
- Students will demonstrate intellectual and practical skills: written and oral communications plus team approaches to problem solving
- Students will demonstrate integrative and applied learning
- Students will grasp professional and academic standards of integrity
- Students will be able to address global, national and local standards of ethics/fairness
- Students will master techniques of source and resource evaluation & citation





# The Role of "Signature Work" in the New Curriculum

- Signature work represents the opportunity for each student to create a unique project that enables them to pull together the most interesting and exciting features of their DKU academic experience
- The choice of topic and the choice of product reflect the creative expression of each individual student
- The exact choice of a focus begins early in the student's academic work at DKU and is supported by cooperation with a faculty mentor
- Ideally, the "signature work" helps the student define and shape their career direction and facilitates each student's success in terms of employment or graduate school



# Resources & Support for UG Program: Faculty Recruitment & Hiring

- Recruiting high quality faculty consistent with Duke standards key to success—tenured & tenure track faculty, research and teaching faculty, and diverse talents & interests
- Faculty composition: 60% full-time Duke Kunshan faculty, 25% visiting faculty from Duke and 15% faculty from Wuhan U and other universities—encourage Duke Kunshan faculty to teach at Duke one semester every few yrs
- Faculty size: assuming 2000 UG students, Duke Kunshan will have 200 faculty with 120 being full-time Duke Kunshan faculty (10:1 faculty student ratio)
- Phased approach to faculty hiring, starting in Fall 2016 search process--with 120 faculty in place by the 2023-24 academic year
- Duke Kunshan will take advantage of Chinese national programs for talent, such as 100 Talent Program, 1000 Talent Program and other national and provincial level programs
- All faculty hiring will involve search committees based at Duke University with participation by relevant Duke Kunshan faculty re: hiring decisions



# Resources & Support for UG Program: Student Recruitment

- Goal is to attract diverse, highly talented group of students worldwide, with 60% of students from China and remaining from US, etc.: more international than Duke and 90% of all USA universities
- Get a Duke degree in China!
- Duke Kunshan must use “gaokao” score as part of the evaluation process for PRC students, but with 5:4:1 assessment rather than 6:3:1
- Scholarships critical to attracting good students: goal is to be “need based” blind and focus on qualifications and potential
- Will offer study abroad experience, majority to Duke and others elsewhere
- Job placement key to recruitment: must work with potential employers from beginning—pre-sell initial entering classes + graduate school admissions
- Offer students exciting alternative to Chinese education opportunities: Yangtze River delta key target area plus Taiwan, South Korea, Thailand, and other SE Asian countries



# DKU: Fund-raising Challenges

- Fund-raising approach focused on established principles adapted to the Chinese local environment: Early stages of philanthropic giving in PRC
- New element is growth of “philanthropic nationalism” (Westlake Univ)
- Donor-centric giving—finding balance with donors to identify their interests, but working within menu of established priorities where possible
- Collaboration with Duke Development and Duke Alumni affairs to leverage China possibilities without internal competition: not zero sum
- Cooperate with marketing director to develop compelling messages about Duke Kunshan initiatives
- Estimate is that Duke Kunshan can raise significant gifts as Duke Kunshan gains traction
- Duke Kunshan Foundation established and ready to go into action: great group of committed persons of stature
- Work closely with Duke Kunshan Advisory Board and member networks



# Growing Duke Kunshan's Research Capacity

- Duke Kunshan is committed to building a world-class research capability to complement excellence in the classroom: strong connectivity between high quality education and research
- Duke Kunshan also sees research as connection point with local Kunshan economy and will seek opportunities to build bridges of shared interest
- Duke Kunshan's research centers will form focal point for co-curricula activities
- Anticipated pro-active program with local, provincial and national level organizations in China and in US to develop grants and project funding to support and grow research function
- One key goal is to establish a technology transfer center to facilitate commercialization of relevant R&D results
- Duke Kunshan will be Duke's knowledge platform in China and will serve to connect Kunshan with Research Triangle Park in North Carolina
- A Duke Kunshan research committee already in place to establish procedures and rules for grants and for ensuring research integrity





# Duke Kunshan Research Centers

- Duke-Wuhan Joint Research Institute (new)
- Global Health Research Center (active)
- Duke Kunshan Environmental Research Center (active)
- Center for Regional Environment & Health Impact of Ozone (active)
- Applied Physical Sciences and Engineering Center
- Theoretical, Mathematical and Computational Sciences Center (new)
- Research Center on Science, Technology & Innovation in China (active)
- Medical Physics Research Institute
- Center for Humanities (active)
- Research Center on Higher Education & Pedagogical Innovation (new)



# Critical Challenges: Today & Future

- Financial sustainability: Duke U has a US\$7 billion endowment, DKU has none....we are not a degree factory!
- Partnership coherence: making sure the goals and perspectives of the three partners are in close alignment on on-going basis
- Establishing clear value proposition that relates well to pending UGs and graduate students: selling value of liberal arts.....this is elite education—how replicable is it
- Academic freedom within Chinese shifting political context
- Good government relations and citizenship: strong ties with Kunshan, Jiangsu and the MoEd plus organizations such as MoST, CAS, CNNSF, SAFEA
- Attracting world class faculty: must be seamless relationship in academic quality terms between DKU and Duke



# 20-20 Hindsight Lessons

- Location, location, location
- Partner selection & expectations of partners: don't simply follow the money
- Financial model and sustainable value proposition
- Role of the Board of Trustees
- Language skills as a barrier inside and outside classroom
- Faculty recruitment challenges: sciences, math & engineering
- Food
- Quality of construction
- Shifting winds of domestic politics & foreign relations

谢谢

**THANK YOU**

QUESTIONS & COMMENTS WELCOME

