

Wuhan University's Internationalization Strategy and its Implementation

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Internationalization is an irreversible trend of higher education development in the context of globalization, and also an inevitable choice for Chinese universities striving to be world leading universities. In 2005, Wuhan University authorities passed a resolution *Guidelines on the University's International Exchange and Cooperation*, which drew a blueprint for the university's internationalization from the perspective of strategic sustainable development. The *Guidelines* set two strategic goals of the university's internationalization, one of which is to foster the students' and staff's international awareness, international vision, international communication skills, and international competitiveness, and the other is to promote the university's international influence and competitiveness. In practice, *Four Integrations* should be achieved, i.e. the university should integrate international cooperation into *disciplinary development, students' education, scientific research* and *social services*. With this guideline in mind, the university is making a series of positive experiments in the following three aspects: (i) innovating in education models and fostering international talents; (ii) creating platforms of international joint research and upgrading the levels of research and disciplinary development; (iii) sharing overseas advanced management experiences and promoting the quality and integrity of the administrative staff.

IN an age of economic globalization, the notion of *Internationalization of Higher Education* has gradually been accepted by the Chinese education sector and the society at large, after over ten years' debate. Even further, internationalization has become a global trend of higher educational development, not only as an educational concept, but also a worldwide educational practice. In *the Internationalization of Yale: 2005-2008, the Emerging Framework*, Yale University states clearly, internationalization is a response to the opportunities and challenges of a changing world. For Chinese universities, especially those wishing to play a role in the world, what would be our response?

By and large, Chinese universities still lag far behind those world class institutes. In the recently published book *An Evaluation Report on World Class Universities and Subjects Competitiveness*, it shows that USA, Germany, UK, Canada and Japan account for nearly 80% of the world top 100 universities and nearly 70% of the top 200. No Chinese mainland university is on the list of top 100. Chinese government promulgated *The National Mid-term & Long-term Science & Technology Development Plan*, requiring accelerating the process of building up a group of world famous, research-based universities. Thus the demand for Chinese universities, especially *Project 985 Universities*, becomes higher. How should Chinese universities meet the

trend and narrow the gap? Inevitably, strengthening international cooperation and improving core competitiveness is a natural choice and ultimate target.

In 2005, Wuhan University authorities passed a resolution *Guidelines on the University's International Exchange and Cooperation*, which drew a blueprint for the university's internationalization from the perspective of strategic sustainable development. The *Guidelines* set two strategic goals of the university's internationalization, one of which is to foster the students' and staff's international awareness, international vision, international communication skills, and international competitiveness, and the other is to promote the university's international influence and competitiveness. In practice, *Four Integrations* should be achieved, i.e. the university should integrate international cooperation into *disciplinary development, students' education, scientific research* and *social services*. With this guideline in mind, the university is making a series of positive experiments in the following three aspects.

I. Innovating in education models and fostering international talents

While widening the channels of international exchange and expanding the domain of international exchange, the university keeps trying to innovate in educational models to foster international talents. (1) The university created a lot of opportunities for students to study abroad. In 2007, as planned, the university newly started 30 student exchange programs with foreign partner institutions including Paris 11 of France, Waseda of Japan and Cambridge of the UK, and selected over 300 undergraduates for overseas study. (2) The university collaborated with foreign partners to open a range of international special programs, such as Sino-French Economics Program, Sino-French Management Program, Sino-French Law Program, Sino-French Medical Program, Sino-German Law Program, and Sino-British Business Program. The programs are well received by the students and become brand names of the university. (3) The university, taking advantage of funding programs of the China Scholarship Council and other sources, offered postgraduates more chances of study or research abroad. In 2007, there were 163 postgraduates secured funding from *the CSC 5000 Postgraduates Scheme*, and 21 Ph. D. candidates were granted support from the *Sino-French Joint Doctoral Program*.

II. Creating platforms of international joint research and upgrading the levels of research and disciplinary development

One of the priorities of Wuhan University's international strategy is to promote disciplinary development through international cooperation.

1. Through international cooperation, teaching and research strength in certain fields are greatly upgraded. In 2002, the university and the World Health Foundation (also known as Project HOPE) signed an agreement on jointly starting the HOPE Nursing School of Wuhan University which met international advanced norms. This nursing school employed Dr. Marcia Petrini, a graduate of Harvard and an American nursing expert, as its dean, who overhauled the teaching system of the school. In 2005, the HOPE Nursing School became one of the only two nursing

schools in mainland China which are entitled to grant doctoral degrees, thus playing a vital role in Chinese nursing field ever since.

2. By creating platforms of international joint research, the university strived to upgrade its research strength. In 2007, with elaborate planning, the university successfully set up three platforms of international joint research, including *Princess Sirindhorn International Research Center of Geo-informatics* collaborated between the State Key Laboratory of Information Engineering in Mapping, Surveying and Remote Sensing at Wuhan University and the Ministry of Science and Technology of Thailand, *the Sino-French Research Institute of Liver Diseases* collaborated among the Medical Faculty of Wuhan University, French National Health Research Institute, and the Chinese Academy of Sciences, and *the Open Laboratory for Overseas Researchers* collaborated between the School of Fundamental Medicine of Wuhan University and the Department of Immunology of Yale University. These research platforms played a significant role in promoting international research collaboration between Wuhan University and world class research institutes, and also in upgrading the university's international influence.

III. Sharing overseas advanced management experiences and promoting the quality and integrity of the administrative staff

The decision-makers of Wuhan University are always concerned about whether the administrative system and its administrative staff meet the demand of internationalization. Facilitating the administrative offices to make innovations and forming an atmosphere of internationalization is what the university tries to achieve. For this purpose, the university sent several study groups overseas and carried out several overseas training classes, and this proved successful.

1. In 2006, the university organized a group of its senior financial managers to make an overseas study trip in Europe. The group undertook a thorough study on the financial systems of several famous European universities including fundraising, day-to-day management, cost accounting and etc. Upon their return, the managers organized university-wide intensive seminars on financial issues and submitted a report to the university authorities, prompting the university leaders to adopt a major financial reform in the end.

2. In 2006, the university selected 12 student affairs staff members for a one-month intensive training program at the Ohio State University of the United States. During their stay, those staff made an all-around study on 12 major aspects of student services in OSU, including orientation, financial support, psychological counseling, students' rights, careers guidance and so on, and at the end of the training program, they submitted 12 study papers and one comprehensive report. This initiative produced profound repercussions in Chinese education sector, and had a positive effect on improving the quality of student services in Wuhan University. The university has made a decision to train 10 student services staff overseas each year for the coming four years.

3. Aiming to offer world class undergraduate programs, in 2007, the Office of Teaching Affairs of the university organized a group of 12 teaching researcher and managers for a study tour in several US universities including UC Berkeley and the University of Minnesota. The mission of

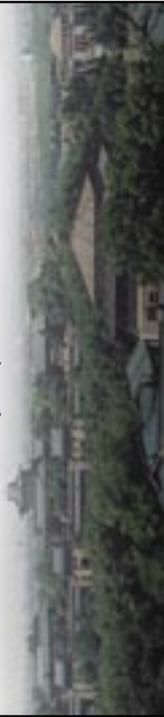
the tour is *A Study on Undergraduate Management and Education in World Class Universities*. The study group worked out a detailed report and gave special theme lectures in the university. The lectures were well received, laying a solid theoretical foundation for the reform of undergraduate teaching in the university.

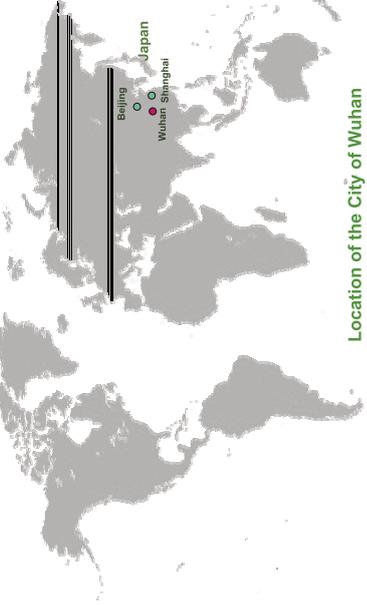
In addition, in recent years, the university also organized overseas study tours featuring on themes like postgraduate education and social sciences research. All these proved beneficial. These were part of the measures adopted by the university to implement the *Four Integrations Guideline* for international cooperation.



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By LI Xiaoshu
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Location of the City of Wuhan





- Founded in 1893, one of the oldest universities in China;
- With hills on campus and a lake by its side, the university is widely regarded as the most beautiful campus in China.

A Few Words about the university





- **Figures about the University**
- *48,000 students including 15,000 postgraduates and 1800 international students
- *3400 teachers including 900 professors
- *238 master's programs and 162 doctoral programs
- *360 hectares campus
- *200 overseas partner institutions in 60 countries and regions

Major events of internationalization at Wuhan University



Princess Sirindhorn of Thailand
Honorary professor of Wuhan Univ.



Then French President Jacques Chirac
Unveiling the Sino-French Joint Research Institute

Dr. Rowan Williams, Archbishop of
Canterbury, Church of England,
Meeting with president of Wuhan Univ.



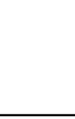
15 Partner Institutions in Japan including:

- Kyoto University
- Tokyo University
- Osaka University
- Hitotsubashi University
- Waseda University
- Ritsumeikan University
- Doshisha University
- Tokushima University
- Hiroshima University



Research Strength on Japanese Studies

- Dept. of Japanese Language & Literature with 15 faculty members and 140 undergraduates and postgraduates
- Research Center on Japanese Studies
- Research Center on Ikeda Daisaku



On Dec. 15, 2007,
H. E. Mr.
Miyamoto Yuji,
Japanese
Ambassador to
China,
delivering a
speech at
Wuhan Univ.




Outline:

- I. Internationalization: an inevitable choice of Chinese universities
- II. Wuhan University's internationalization strategy
- III. Wuhan University's practices of internationalization




Internationalization has become a global trend of higher educational development, not only as an educational concept, but also a worldwide educational practice. In *the Internationalization of Yale: 2005-2008, the Emerging Framework*, Yale University states clearly that internationalization is a response to the opportunities and challenges of a changing world.




Internationalization: an inevitable choice of Chinese Universities

In the recently published book *An Evaluation Report on World Class Universities and Subjects Competitiveness*, it shows that USA, Germany, UK, Canada and Japan account for nearly 80% of the world top 100 universities and nearly 70% of the top 200.

China lags behind. No Chinese mainland university is on the list of top 100.




Chinese government promulgated *The National Mid-term & Long-term Science & Technology Development Plan*, requiring accelerating the process of building up a group of world famous, research-based universities. Thus the demand for Chinese universities, especially *Project 985* Universities, becomes higher.

Strengthening international cooperation and improving core competitiveness is a natural choice and ultimate target.



Internationalization strategy of Wuhan Univ.

In 2005, the university passed a resolution, *Guidelines on the University's International Exchange and Cooperation*.

Two strategic goals of internationalization:

One is to foster the students' and staff's international awareness, international vision, international communication skills, and international competitiveness;

The other is to promote the university's international influence and competitiveness.



Practices of internationalization:

In practice, *Four Integrations* should be achieved, i.e. the university should integrate international cooperation into *disciplinary development, students' education, scientific research and social services*.



1. Innovating in education models and fostering international talents

(4) The university created a lot of opportunities for students to study abroad. In 2007, as planned, the university newly started 30 study-abroad programs with foreign partner institutions, including Waseda of Japan, NUS of Singapore, Yonsei of Korea, Paris 11 of France, Cambridge of the U. K. and Helsinki Univ. of Finland. (Exchange of students with Kyoto, Oslo, Milan Polytechnic will be started in 2008.)



Pictures of the International Summer Program at Wuhan Univ.



(2) The university, collaborating with foreign partners, offered a range of international special programs, such as Sino-French Economics Program, Sino-French Medical Program, Sino-German Law Program, and Sino-British Business Program.

(3) The university, taking advantage of funding programs of the China Scholarship Council and other sources like JSPS and DAAD, offered postgraduates more chances of study or research abroad. In 2007, there were 163 Ph. D. candidates secured funding from the *CSC Three Top Postgraduate Scheme*.




2. Creating platforms of international joint research and upgrading the levels of research and disciplinary development

(1) Through international cooperation, teaching and research strength in certain fields are greatly upgraded. In 2002, the university and the World Health Foundation (Project HOPE) jointly started the Project HOPE Nursing School of Wuhan University. In 2005, the HOPE Nursing School became one of the only two nursing schools in mainland China which are entitled to grant doctoral degrees in nursing.



Dr. John Howe III (center), President & CEO of Project HOPE, unveiling the Project HOPE Nursing School of Wuhan University, together with governor of Hubei Province




(2) By creating platforms of international joint research, the university strived to upgrade its research strength.

- Princess Sirindhorn International Research Center of Geo-informatics (with Thai Ministry of Science & Technology)
- the Sino-French Research Institute of Liver Diseases (with French National Health Research Institute)
- the Open Laboratory for Overseas Researchers (with Yale Dept. of Immunology)

These research platforms played a significant role in promoting international research collaboration between Wuhan University and world class research institutes, and also in upgrading the university's international influence.




3. Sharing overseas advanced management experiences and promoting the quality and integrity of the administrative staff

The decision-makers of Wuhan University are always concerned about whether the administrative system and its administrative staff meet the demand of internationalization. Facilitating the administrative offices to make innovations and forming an atmosphere of internationalization is what the university tries to achieve. For this purpose, the university sent several study groups overseas and carried out several overseas training classes, and this proved successful.




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(2) In 2006, the university selected 12 student affairs staff members for a one-month intensive training program at the Ohio State University of the United States. This initiative produced profound repercussions in Chinese higher education sector, and had a positive effect on improving the quality of student services at Wuhan University.

(3) Aiming to offer first class undergraduate programs, in 2007, the Office of Teaching Affairs of the university organized a group of 12 teaching researcher and managers for a study tour in several US universities including UC Berkeley and the University of Minnesota. This laid a solid foundation for the reform of undergraduate teaching in the university.

Conclusion

Generally speaking, Chinese universities are all making all-out efforts to meet the challenges and opportunities of globalization. They are also making positive experiments towards internationalization, aiming to build world class universities and improve their core competitiveness.

Although there remains a long, tough way to go for Chinese universities to achieve internationalization, we are all confident that the Chinese universities would make it in the end.

Thank you for your attention!