2015-2020 Strategic Plan for Wenzhou-Kean University

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Foreword

Wenzhou-Kean University (WKU) is a grand and unique entrepreneurial higher education model. It is the result of a vision set forth by the most influential leaders of China and the United States. Conceived in 2006, the university was approved by the Chinese Ministry of Education (MOE) in 2011, accredited by the Middle States Commission on Higher Education in 2013 (as an additional location of Kean University) and was officially established by the People's Republic of China in 2014. WKU is a Chinese-American cooperative university with an independent legal status.

WKU is dedicated to bringing advanced educational resources and US pedagogical philosophy to China, and aims to provide a world class education. We integrate Chinese and American teaching styles and methods to prepare students to become innovative, creative and entrepreneurial individuals who will serve the communities, region and both nations. The University attracts international students, educating them to become contributing members of the global community.

WKU also serves as a platform for technology exchange, financial investment, STEM (science, technology, engineering and mathematics), and world-class international education at all levels of the education system.

Mission Statement

WKU is an educational institution committed to preparing high-performing Chinese and international students to become innovative and entrepreneurial leaders in a knowledge-based economy. It will contribute to China's educational reform and serve as a model for other Chinese-American higher education initiatives.

Vision Statement

As a leading World-Class Teaching University with a modern campus, WKU aspires to serve as an incubator for promoting technological and scientific progress in Zhejiang Province, and as a center for fostering cultural exchange between China and the United States.

Goals, Objectives and Actions

GOAL 1: To position Wenzhou-Kean University as a world-class institution through the offering of academic programs that are responsive to local, national, and international needs

Objective 1.1. *Grow programs that have already existed in Kean USA and have or have the potential for regional and national distinction in China*

Actions

1.1.1. Establish three new schools and increase the number of bachelor's and Master's programs

Implementation/Timeline

1.1.1.1. Establish the school of Business & Public Management (spring 2017), the school of Architecture & Design (2017), and the School of Humanities & Social Sciences (2020); prepare for the founding of the School of Science and Technology (2020)

1.1.1.2. Develop the following programs in the School of Business & Public Management: undergraduate Management program (Supply Chain Management & Entrepreneurship) (2017); MBA (Global Management option) and MPA (by 2019); Master of Accounting program (by 2020)

1.1.1.3. Grow the following programs in the School of Architecture & Design: undergraduate Graphic Design program (Interactive Advertising option) and Architecture program (2017); undergraduate Interior Design program and Industrial Design program (2019)

1.1.1.4. Establish the following programs in the School of Humanities & Social Sciences: undergraduate Psychology program (2017), Master of TESL/TEFL program (2018), undergraduate Communication program (2019).

1.1.1.5. Establish the following programs in the School of Science and Technology: Applied Mathematics (Actuarial and Big-data Analytics) (2017), Biochemistry/Chemistry (2019), Biology (Cell and Molecular/Health Professional options) (2018), as part of dual Bachelor's Master's programs; undergraduate programs in Environmental/Sustainability Sciences (2018), Earth Science (Environmental Science option) and Science & Technology (Biomedicine option) (2020); Master's programs in Occupational Therapy and Physician Assistant program (2020), as part of dual Bachelor's Master's programs; a dual Bachelor's Master's degree program of Speech Language Hearing Sciences (2020)

1.1.1.6. Conduct a feasibility study of the Doctorate program in Physical Therapy (2020)

1.1.1.7. In consultation with municipal and provincial governments, establish appropriate programs to meet the needs of large scale development projects. Based on projected demands, a feasibility study and a financial analysis, such programs may enjoy priority with the approval of the Board of Trustees.

1.1.1.8. Develop one or two programs or courses with influence in Zhejiang Province and and a certain level of reputation in China by concentrating manpower and resources as well as resorting to relevant municipal and provincial policies and platforms (2020)

Objective 1.2. *Establish a course monitoring system compatible with that in Kean USA*

Actions

1.2.1. Establish relevant administrative committees to coordinate with Kean USA in course assessment so as to ensure appropriate quantity and quality of courses

Implementation/Timeline

1.2.1.1. Establish a curriculum committee to work with Kean USA in setting up special courses or making revisions to existing courses according to the procedures in Kean USA (2015)

1.2.1.2. Establish a joint committee to review assessment results and make appropriate recommendations (2015)

1.2.1.3. Establish a committee to handle issues related to the awarding of the Chinese degree (2015)

Actions

1.2.2. Improve the Office of Registrar to ensure the implementation of all educational guidelines and policies, and establish a student records administration system compatible with that in Kean USA

Implementation/Timeline

1.2.2.1. Revise the Student Enrollment Status Administration Regulations, focusing on enrollment, registration, academic records, and graduation audit of Chinese-American Dual Student Rolls (2015)

1.2.2.2. Establish a Chinese registration system complementary to the existing DATATEL (2015)

Actions

1.2.3. Increase the number of personnel in the Office of Registrar based on its functions and needs for further development

Implementation/Timeline

1.2.3.1. Hire a specialist to provide training on how to evaluate international transfer student records (by spring 2016).

1.2.3.2. Hire a director and an associate director for the Registrar's Office with relevant working experience in an accredited U.S. higher education institution and ability to operate Datatel (2015)

Actions

1.2.4. Further implement the quality assessment system to ensure project quality

Implementation/Timeline

1.2.4.1. Improve the project assessment system at WKU to ensure its consistency with that in Kean USA

1.2.4.2. Set a schedule for academic and non-academic projects evaluation

1.2.4.3. Provide the faculty and staff with appropriate training and support in terms of assessment techniques to ensure their involvement at every level of the evaluation process

1.2.4.4. Based on the Kean USA model, establish an annual review system applicable to all academic and non-academic assessment results

1.2.4.5. Further improve the assessment procedures for general education courses to ensure their consistency with those in Kean USA

1.2.4.6. Establish a coordination team composed of faculty and staff for each academic project or group, to serve as liaisons between evaluators and provide guidance

Actions

1.2.5. Establish an appropriate system to ensure the implementation of new projects and provide necessary academic services

Implementation/Timeline

1.2.5.1. Collect all necessary information at least two years prior to the establishment of the system

1.2.5.2. Provide all necessary learning support required for each project before its initiation

Objective 1.3. *Normalize Chinese curricula, as well as art and physical education courses, as an organic part of the education system in WKU*

Actions

1.3.1. Improve the Chinese curricula system to achieve WKU's educational purpose

Implementation/Timeline

1.3.1.1. Offer at least five art courses complete with full time instructors (by 2018)

1.3.1.2. Ensure that at least half of the sports courses are offered by full time coaches based on American Pedagogy (by 2018)

Actions

1.3.2. Improve the assessment system of Chinese culture, art and physical education courses to ensure their quality

Implementation/Timeline

1.3.2.1. Hold regular assessment meetings with course instructors at the beginning and the end of each semester (starting from 2016)

Actions

1.3.3. Explore innovative teaching methods for Chinese culture, art and physical education courses

Implementation/Timeline

1.3.3.1. Establish an office of Chinese culture, art and physical education courses (2018)

Objective 1.4. *Improve educational facilities*

Actions

1.4.1. Establish a language lab equipped with computer rooms, audio-visual facilities, necessary computer software and mobile assisted language learning (MALL) facilities to provide support for English learning

Implementation/Timeline

1.4.1.1. Design and construct the language lab (2016)

Actions

1.4.2. Establish a language testing lab for standardized English language acquisition tests

Implementation/Timeline

1.4.2.1. Design and construct the lab in the General Education Hall (spring 2016)

1.4.2.2. Obtain testing software certification (summer 2016)

1.4.2.3. Put it into use (fall 2016)

Actions

1.4.3. Establish a financial lab for the Global School of Business

Implementation/Timeline

1.4.3.1. Design and construct the lab on the ground floor of the General Education Hall, which may be moved to the Global School of Business in the future (2015)

1.4.3.2. Equip the lab with Bloomberg technology for 2015/16 and formally put it into use in fall 2016

Actions

1.4.4. Equip classrooms with touch screens to provide students with an integrated multimedia educational environment

Implementation/Timeline

1.4.4.1. Equip every classroom with different models of touch screens (the timeline will be set in fall 2016)

GOAL 2: To recruit and attract qualified students to WKU and create a student-centered campus

Objective 2.1. *Make and improve recruitment plans (including the one for international students) with the general goal of 3,500 students (2020-2021)*

Actions

2.1.1. Achieve the general goal by increasing steadily the number of students

Implementation/Timeline

2.1.1.1. Reach the target of 1,664 by recruiting 500 freshmen (fall 2016)

2.1.1.2. Reach the target of 2,083 by recruiting 650 freshmen (fall 2017)

2.1.1.3. Reach the target of 2,400 by recruiting 750 freshmen (fall 2018)

2.1.1.4. Reach the target of 2, 850 by recruiting 950 freshmen (fall 2019)

2.1.1.5. Achieve the general goal of 3,500 students with an addition of 1,150 freshmen (fall 2020)

Actions

2.1.2. Further develop the 3-in-1enrollment regulations and the testing plan, which will be updated annually [Note: According to the 3-in-1 enrollment system, universities recruit students based on their general performance in academic proficiency tests (10-20%), interview (30-40%), and college entrance exams (40-50%). About 10% of the freshmen in WKU were recruited in this way in 2015. Based on the performance of such students in college, the number will be increased or decreased in the future.]

Implementation/Timeline

2.1.2.1. Review the testing plan every spring and improve it in fall for next year

2.1.2.2. Organize interviews in March or April every year

2.1.2.3. Track and evaluate the performance of such students (beginning from fall 2016)

Actions

2.1.3. Formulate strategies to recruit students beyond Zhejiang Province, including those in Hong Kong, Taiwan, and Macao, as well as overseas Chinese

Implementation/Timeline

2.1.3.1. Based on the situation in the previous years, gradually increase the number of provinces for recruitment up to 12 by fall 2020

2.1.3.2. Establish and initiate the recruitment procedures for those in Taiwan, Hong Kong and Macao as well as overseas students before fall 2016

Actions

2.1.4. Improve the student exchange programs between WKU and Kean USA

Implementation/Timeline

2.1.4.1. Review the first exchange program in spring 2015 to ensure that relevant issues or problems are effectively dealt with before the next one in spring 2016

2.1.4.2. Establish a framework agreement between WKU and Kean USA to determine the mechanism of student exchange between the two campuses and to be signed by the leaders from both sides (2015)

2.1.4.3. Draft a detailed handbook concerning WKU -Kean USA Exchange Program for WKU students (2015)

Actions

2.1.5. Identify and implement other international student exchange programs before fall 2017

Implementation/Timeline

2.1.5.1. Identify appropriate universities and initiate the formal application process with relevant government departments (2015)

2.1.5.2. Initiate student exchange programs with targeted universities in spring 2016

2.1.5.3. Track and review current exchange programs with the goal of regularizing and promoting the programs and offering a better service (fall 2016)

2.1.5.4. Develop student exchange program plans with more universities (fall 2017)

Actions

2.1.6. Explore the international market for recruitment and attract students from at least one designated foreign country to WKU in fall 2018 to make it more diverse and global

Implementation/Timeline

2.1.6.1. Present a formal application to appropriate government departments (2016)

2.1.6.2. Finalize the plan for international recruitment (spring 2017)

2.1.6.3. Recruit international students (spring 2018)

2.1.6.4. Register the first cohort of international students (fall 2018)

2.1.6.5. Expand the international market for recruitment to at least 3 foreign countries (fall 2020)

Actions

2.1.7. Establish and improve the internal program declaration/change system to meet the needs of WKU students

Implementation/Timeline

2.1.7.1. Establish the system (2015)

Objective 2.2. *Develop and implement an aggressive approach to marketing, with emphasis on increasing visibility and highlighting the strengths of the campus and the benefits of our unique approach to Sino-American collaboration*

Actions

2.2.1. Finalize the promotional plans and marketing strategies to highlight new and emerging academic programs

Implementation/Timeline

2.2.1.1. Improve the promotional plans and include new programs in the materials for publicity

2.2.1.2. Develop a Gao Kao (Chinese College Entrance Examination)-oriented promotional plan and update it in Spring annually (spring 2016)

2.2.1.3. Utilize student-centered library services as important recruitment promotional tools, including original online library instructional videos for prospective students and their parents (fall 2016)

Actions

2.2.2. Develop new approaches to and models of promotion

Implementation/Timeline

2.2.2.1. Establish internet media platforms such as WeChat and Weibo as new forms of promotion (spring 2016)

2.2.2.2. Improve and normalize the practice of Student Ambassadors as a form of promotion (spring 2016)

2.2.2.3. Normalize the high school campus tour system and the visitor reception system as forms of promotion (spring 2016)

Objective 2.3. *Launch campus-wide programs aimed at providing learning support services to meet the individual needs of WKU students and help them develop their full potential*

Actions

2.3.1. Establish an academic advising system to regularize contact between students and their academic advisors

Implementation/Timeline

2.3.1.1. Provide faculty with more training to familiarize them with advising practice and improve their ability to analyze students' individual differences, making specific suggestions (2015)

2.3.1.2. Develop academic advising procedures and a regular schedule for departments and administration offices to ensure effectiveness (2015)

2.3.1.3. Improve and localize the advising system based on feedback from both faculty and students (spring 2016)

Actions

2.3.2. Provide faculty with training offered by librarians as a way for them to help students make full use of library resources and services (spring 2016)

Implementation/Timeline

2.3.2.1. Library staff to plan training (either in person or online) for faculty on presenting the use of the library to students' (spring 2016)

2.3.2.2. Create the content for the library training program (fall 2016)

2.3.2.3. Start to offer training to all faculty members (fall 2016)

Actions

2.3.3. Expand the functions of the English Language Center to further support students in improving their English and develop a writing program in the English Language Center

Implementation/Timeline

2.3.3.1. Involve interested faculty members, especially ESL faculty, in English training programs of the Center during their office hours (beginning from 2016)

 2.3.3.2. Recruit qualified junior and senior students, and train them to become writing tutors (beginning from 2017)

Actions

2.3.4. Ensure that students can enjoy all learning support services (either physically or virtually) through innovative and accessible technological platforms

Implementation/Timeline

2.3.4.1. Improve the One-Stop Service program to include consultation on academic administration policies and procedures, registration, program change, and change of academic plan (2015)

2.3.4.2. Recruit a qualified specialist to oversee the operation of the One-Stop Service Center, identify its place in the organizational structure, and provide student assistants and staff with necessary training (spring 2016)

2.3.4.3. Expand the Center and update it with necessary facilities to provide efficient and effective service (spring 2016)

2.3.4.4. Initiate a new model of one-stop service for students with on-going assessment for future improvement (spring 2016)

2.3.4.5. Improve the one-stop service website with links to university administration, academic administration, and learning support resources (fall 2016)

2.3.4.6. Improve online services and resources (spring 2017)

Actions

2.3.5. Develop an academic intervention system to help students with academic trouble from the very beginning

Implementation/Timeline

2.3.5.1. Develop an academic intervention plan and identify the office or department in charge (spring 2016)

2.3.5.2. Hire a qualified specialist to be responsible for implementing the plan (spring 2016)

2.3.5.3. Establish an intervention system, identifying the procedures and kinds of help for handling different types of academic problems at various levels (fall 2016)

2.3.5.4. Establish a consulting group to develop strategies and resources for intervention and provide the specialist with necessary training (fall 2016)

2.3.5.5. Establish an early alert system based on grades, behavioral and other potential warning indicators

Actions

2.3.6. Establish an academic tutoring system

Implementation/Timeline

2.3.6.1. Develop a proposal including subjects/disciplines, tutoring forms and structure, requirements for tutors, as well as facilities and equipment (spring 2016)

2.3.6.2. Establish an online tutoring system to provide additional help (spring 2016)

2.3.6.3. Recruit specialists or assistants (spring 2016)

2.3.6.4. Involve the library and ELC in tutoring services (fall 2016)

Actions

2.3.7. Establish a General Education Office and enhance such education as a kind of support in students' first year experience

Implementation/Timeline

2.3.7.1. Establish the GE Office to provide more support in GE education and curriculum design (fall 2016)

2.3.7.2. Provide freshmen with experience based on more systematic and advanced programs (fall 2016)

2.3.7.3. Review and improve the system to better serve the needs of Chinese students (spring 2017)

Objective 2.4. *Establish a professional development mechanism to enhance students' professional planning ability and enrich their pre-professional experience*

Actions

2.4.1. Create a system to provide professional career planning and consulting service

Implementation/Timeline

2.4.1.1. Develop a career planning advisory system (fall 2016)

2.4.1.2. Form a team to provide a one-on-one career consulting service and provide appropriate space and facilities for such activities (winter 2016)

2.4.1.3. Help students to create and identify more internship opportunities

Actions

2.4.2. Establish connections with the governments in Wenzhou, Zhejiang Province and Yangtze River Delta area, and develop cooperation agreements with businesses and institutes to provide students with internship and job opportunities

Implementation/Timeline

2.4.2.1. Identify targeted businesses and institutions for outreach and contact (2015)

2.4.2.2. Establish a working committee to draft and finalize cooperation agreements (2015)

2.4.2.3. Organize a professional team, including university leaders, for business visits and agreements (spring 2016)

2.4.2.4. Establish a number of bases for internship and field practice throughout Zhejiang Province and beyond (spring 2016)

2.4.2.5. Develop an internship support system within each department (spring 2017)

Actions

2.4.3. Establish similar agreements with companies and institutes in the United States and other countries

Implementation/Timeline

2.4.3.1. Start to implement the agreements in 2016

Actions

2.4.4. Promote the prospects of graduate education for WKU undergraduates

Implementation/Timeline

2.4.4.1. Create conditions for WKU students to obtain master's degree in Kean USA (2015). For example, they do not have to take an English test, or provide a score in GRE /GMAT, and they can finish some business programs in one year.

2.4.4.2. Develop a work-study graduate program with Kean USA (2015)

2.4.4.3. Establish an extensive network with well-known agencies for overseas education in China and other countries, to help WKU students apply for graduate programs in top universities of the world (fall 2016)

2.4.4.4. Cooperate with the International Learning Center in Kean USA to establish student-centered overseas programs to enrich students' learning experience in a global context (fall 2016)

Objective 2.5. *Create an efficient student-centered service system that promotes an environment of equality, tolerance, and fairness with the wide participation of students; using the latest advanced theories and principles in the realm of student engagement, create a campus culture and a student community life which incorporates both American and Chinese cultures*

Actions

2.5.1. Establish and improve the student service system to provide better overall services

Implementation/Timeline

2.5.1.1. Further develop the One-Stop Student Service Center with better services, and provide the staff of the Center with necessary training (fall of 2015)

2.5.1.2. Set up the Center for Student Leadership Development and Services (fall of 2015)

2.5.1.3. Begin to provide leadership training for WKU students in fall 2016, and expand training to students from other schools/colleges to promote WKU's reputation

2.5.1.4. Build a Campus Life Advisor Team made up of young professional staff members with clear responsibilities to guide and support students on campus life (fall of 2015)

2.5.1.5. Establish a communication mechanism with Student Government to deal with the concerns of students (fall 2015)

2.5.1.6. Conduct a student experience survey every year beginning from spring 2016, and feedback the result to all relevant offices for further improvement

2.5.1.7. Organize service activities which improve the community awareness of students (beginning from fall 2016)

2.5.1.8. Develop and improve regulations and procedures concerning scholarship and stipends in spring 2016

2.5.1.9. Update the webpage relevant to campus life to build a user-centered webpage in spring 2016

Actions

2.5.2. Provide psychological guidance and counseling services via Psychology Counseling Center

Implementation/Timeline

2.5.2.1. Build a primary network system of psychological crisis intervention, and establish an initial information system to collect mental state data and give feedback in spring 2016

2.5.2.2. Develop a series of courses for Campus Life Advisers, Residence Hall Directors, Resident Assistants and other professional staff members in spring 2016

2.5.2.3. Develop a training system of psychological crisis intervention in fall 2017

2.5.2.4. Organize a series of activities and workshops in dormitories to enrich students' cultural life, enhance communication, and help students develop good habits and overall qualities (beginning from spring 2016)

2.5.2.5. Develop cooperative projects, including co-organizing a TV program on family education with Wenzhou Television and establishing a long term cooperative relationship with Autistic Children Center with voluntary service (spring 2015)

Actions

2.5.3. Provide a comfortable and safe living environment, organize cultural activities, and support the development of personal interests, to promote the overall development of students and improve the student community

Implementation/Timeline

2.5.3.1. Build up a student community team, recruit Residence Hall Directors and Resident Assistants and make clear their responsibilities (fall 2015)

2.5.3.2. Improve the qualities of the student community team with training by invited experts and colleagues from Kean University, and enhance communication with counterparts in China and abroad (beginning from fall 2015)

2.5.3.3. Organize a series of activities designed to publicize the rules and regulations of the student community (fall 2015)

2.5.3.4. Provide safety and legal education every academic year (beginning from fall 2015)

2.5.3.5. Organize various cultural activities with different themes (beginning from fall 2015)

2.5.3.6. Improve the facilities of the student community to create a good environment for students, and provide the Residence Hall Directors and Resident Assistants with necessary equipment and facilities for their work (beginning fall 2015)

2.5.3.7. Develop a digital room allocation and management system and a digital student emergency contact system (fall 2019)

Actions

2.5.4. Improve campus culture to enrich the campus life

Implementation/Timeline

2.5.4.1. Further support the development of student clubs and associations, as well as their activities, to enrich the campus life (beginning from fall 2015)

2.5.4.2. Further support students in their involvement in local, national and international activities (beginning from fall 2015)

2.5.4.3. Invite well-known public figures and performing groups to interact with students (beginning from fall 2015)

2.5.4.4. Play an active part in the development of 'University-City Linkage' Program, and organize a number of cultural exchange activities with the local community (beginning from fall 2019)

2.5.4.5. Organize 'International Day' involving both Chinese and international students to create an international and diversified campus culture (beginning from spring 2019)

Actions

2.5.5. Make full use of various kinds of technology to publicize information about campus activities so as to involve more students in campus and social activities

Implementation/Timeline

2.5.5.1. Develop an information platform on the WKU website to promote such activities (fall of 2015)

Actions

2.5.6. Reinforce the awareness of the code of conduct for improving students' campus experience

Implementation/Timeline

2.5.6.1. Appoint a staff member to lead on matters of the code of student conduct in fall 2015

2.5.6.2. Improve the Code of Student Conduct and the process to deal with violations in fall 2016

2.5.6.3. Organize a series of activities to promote the Code of Student Conduct (beginning from fall 2015)

2.5.6.4. Organize public service activities, voluntary service activities, etc. annually (beginning from fall 2015)

Actions

2.5.7. Develop a comprehensive student evaluation system to encourage the overall development of students

Implementation/Timeline

2.5.7.1. Develop a digital recording system about students' extra-curricular activities as a basis of student evaluation (fall 2016)

2.5.7.2. Establish a comprehensive student evaluation system to facilitate students' overall development (fall 2016)

Actions

2.5.8. Form an educational philosophy and develop a campus culture advocating aggressiveness,learning and thinking

Implementation/Timeline

2.5.8.1. Develop WKU's motto based on its own characteristics（2016）

GOAL 3: To attract, employ, and retain world-class faculty

Objective 3.1. *Support recruitment initiatives to expand the pool of talented faculty with expertise in student-centered pedagogy*

<u>Actions</u>

3.1.1. Develop and implement a faculty hiring plan

<u>Implementation/Timeline</u>

3.1.1.1. Have 112 faculty members for 2016/2017

3.1.1.2. Have 143 faculty members for 2017/2018

3.1.1.3. Have 166 faculty members for 2018/2019

3.1.1.4. Have 197 faculty members for 2019/2020

3.1.1.5. Have 235 faculty members for 2020 /2021

<u>Actions</u>

3.1.2. Develop a plan for WKU to collaborate with Kean USA in faculty recruitment endeavors

<u>Implementation/Timeline</u>

3.1.2.1. Complete a detailed plan of recruitment procedures at each hiring stage, including position authorization, advertisement, application review, interview, application selection and notification, which will be implemented in the new academic year based on mutual agreement (2015)

3.1.2.2. Reach an agreement between both campuses before February 2016 on the recruitment timeline for the academic year 2016-2017 and establish it as a regular practice in the future

3.1.2.3. Involve WKU administrative staff and faculty members in hiring procedures every May or June (starting from 2016)

3.1.2.4. Identify WKU deans or program representatives to join in the next round of hiring every September (starting from 2016)

<u>Actions</u>

3.1.3. Further develop and expand the program of integrating new teachers into Kean University academic practice

<u>Implementation/Timeline</u>

3.1.3.1. Generate a faculty exchange program plan, including details on the cooperation across relevant departments, between the two campuses (before January 2016)

3.1.3.2. Identify the organizations or departments responsible for the plan (before February 2016)

3.1.3.3. Improve the program based on the experience in the previous year (2017)

3.1.3.4. Reach an agreement between both campuses to ensure 30% of WKU faculty members have teaching experience in Kean US

3.1.3.5. Lengthen the duration in the hiring contract at various levels and increase the number of tenure track faculty

3.1.3.6. Establish a WKU faculty academic mentoring network in partnership with Kean USA to help new members get used to their life and work in WKU

Objective 3.2. *Provide excellent services and supporting facilities to attract and retain world-class faculty*

Actions

3.2.1. Initiate the construction of faculty apartments on campus as soon as possible to enable every teacher to enjoy an independent apartment, and ensure that such conditions as size and amenities are as good as, or even better than, those in Kean USA

Implementation/Timeline

3.2.1.1. Provide 120 apartments before September 2016

3.2.1.2. Provide 150 apartments before September 2017

3.2.1.3. Provide 170 apartments before September 2018

3.2.1.4. Provide 200 apartments before September 2019

3.2.1.5. Develop a process based on the opinions of faculty members about apartment facilities and equipment before the actual purchase (2016)

Actions

3.2.2. Found an international school for K-12 to attract foreign teachers and to meet the needs of the local community for international education (2018)

Implementation/Timeline

3.2.2.1. Kean USA will cooperate with the municipal departments in charge of education to identify the source of funding and work out details on staffing and funding procedures (2016)

3.2.2.2. WKU Library will supervise the operations of the school library (Fall 2018)

Actions

3.2.3. Establish a more convenient public transportation network between WKU and the city center

Implementation/Timeline

3.2.3.1. Initiate an improved public transportation plan to meet the needs of growing WKU (spring 2017)

Actions

3.2.4. Develop a public health, safety, and emergency response system available 24/7 on the campus

Implementation/Timeline

3.2.4.1. Develop a faculty emergency alert system in 2015 and improve it in 2016

3.2.4.2. Recruit English-speaking doctors, pharmacists and nurses to provide health care services 24/7 by spring 2016, and expand to include medical referrals by 2018

3.2.4.3. Build public safety booths with the phone number for security service on campus (before spring 2016)

Objective 3.3. *Provide faculty with professional development opportunities as well as training on advanced pedagogy and methodology to help them improve skills necessary for their jobs in WKU*

Actions

3.3.1. Provide training on the use of technology, educational assessment, pedagogy, ESL theories, and cultural differences.

Implementation/Timeline

3.3.1.1. Conduct an annual faculty survey to understand their needs and ideas in terms of professional development (2015)

3.3.1.2. Offer training courses according to the professional development plan every semester (2016)

3.3.1.3. Hire one or two more specialists in online education to implement faculty professional development (before May 2016)

3.3.1.4. Prepare for and establish a Professional Development Center (2018)

3.3.1.5. Initiate a series of workshops and training sessions, co-organized by librarians and teachers, to share information on professional development (2016)

3.3.1.6. Establish a committee composed of faculty and librarians to cooperate with relevant administration departments for the purpose of providing suitable administrative support (spring 2017)

3.3.1.7. Ensure that WKU and Kean USA enjoy equal opportunities for professional development and share such training resources (before spring 2017)

3.3.1.8. Establish a system to assess student learning effectiveness as a kind of feedback to faculty (before fall 2016)

Actions

3.3.2. Provide faculty with services to help them obtain funding for research and resources to participate in academic activities

Implementation/Timeline

3.3.2.1. Conduct an annual survey to identify the needs of faculty in research (starting from 2015)

Objective 3.4. *Continue to expand opportunities for faculty to participate in the shared university governance, including the Faculty Senate and the University Planning Council*

Actions

3.4.1. Develop policies to ensure that WKU faculty members play a role or have valid representation in university-wide committees based in Kean USA

Implementation/Timeline

3.4.1.1. Ensure that WKU faculty members are represented in the Faculty Senate in Kean USA and establish such a branch in WKU no later than spring 2016

3.4.1.2. Ensure WKU faculty has representation in curriculum committees at both college and academic program levels by spring 2016

3.4.1.3. Ensure that WKU has representation in the University Planning Council in its decision making process

3.4.1.4. Ensure that WKU faculty has representation in university-wide committees and those at college and department levels by spring 2016

Objective 3.5. *Take measures to help faculty adjust to life in China both as a teacher and a foreigner in China*

Actions

3.5.1. Establish a one-stop service system on campus to help faculty deal with various logistical problems in China

Implementation/Timeline

3.5.1.1. Generate a detailed one-stop service plan with details on functions and procedures, and initiate the plan based on necessary staff, facilities and equipment (2015)

Actions

3.5.2. Take measures to help new faculty members adjust to teaching in WKU prior to each semester

Implementation/Timeline

3.5.2.1. Issue a new version of the faculty handbook based on the feedback of faculty (2015)

Actions

3.5.3. Provide faculty with an opportunity to learn Mandarin

Implementation/Timeline

3.5.3.1. Provide faculty with mandarin courses (starting from 2015)

Actions

3.5.4. Develop a benefits policy for faculty with the joint efforts of the HR Offices in WKU and Kean USA

Implementation/Timeline

3.5.4.1. Further improve the benefits policy and include it in the Faculty Handbook for 2015/2016, and update it if necessary in the future

GOAL 4: Create a culture of research at the Wenzhou-Kean campus that will enable the students and faculty to engage in innovative research activities

Objective 4.1. *Develop an infrastructure to support such activities*

Actions

4.1.1. Ensure that all academic buildings are completed with appropriate space and equipment
Implementation/Timeline
4.1.1.1. Incorporate the requirements into the design of all academic buildings

Actions

4.1.2. Establish a Maker-Space Lab equipped with cutting-edge facilities, including 3-D printers, 3-D scanners, plasma cutters, and laser-cutters
Implementation/Timeline
4.1.2.1. Initiate the design and construction of such a lab (2015)

Actions

4.1.3. Ensure that the Maker-Space Lab is provided with appropriate computer hardware and software to enable students majoring in graphic design, architecture, and computer science to develop new products, make real or virtual designs, and conduct experiments on new interdisciplinary ideas
Implementation/Timeline
4.1.3.1. Put the lab into use in the academic year 2015/16

Actions

4.1.4. As a manifestation of social responsibility and a way to raise students' research awareness, establish an Assistive Technology Research Lab for people with disabilities
Implementation/Timeline
4.1.4.1. Establish the Assistive Technology Research Lab (spring 2018)

Actions

4.1.5. Develop requirements for research programs
Implementation/Timeline
4.1.5.1. Identify sources of funding for research projects, establish regulations on the use of funds, and develop an application system (2016)
4.1.5.2. Develop an in-process program evaluation system (2016)

Objective 4.2. *Provide WKU faculty with research opportunities and support*

Actions
4.2.1. Establish an Office of Research and Sponsored Programs (ORSP) at WKU
Implementation/Timeline
4.2.1.1. Hire a specialist as its director (2015)
4.2.1.2. Develop the responsibilities and regulations of the office (spring 2016)
4.2.1.3. Work with the WKU academic committee to survey the needs of faculty and staff in research (spring 2016)

4.2.1.4. Provide faculty with regular research-oriented training and seminars to help draft research proposals annually (beginning from 2016,)

Actions

4.2.2 Establish a Student Partnering with Faculty (SPF) program similar to the one at Kean USA
Implementation/Timeline
4.2.2.1. Identify sources of funding for this initiative, establish regulations on the use of funds, and develop application procedures (2015/16)
4.2.2.2. Organize the application for research programs (beginning from 2015/16)
4.2.2.3. Based on an assessment of the implementation of the programs, improve the relevant system (2017)
4.2.2.4 Organize the application annually (beginning from 2016)

Actions

4.2.3. Organize various research-oriented activities to inspire enthusiasm in faculty and students for research
Implementation/Timeline
4.2.3.1. Organize "Student Research Day" annually to bring together faculty and students from all disciplines with their research and creative achievements, and develop cooperative programs between them (starting from spring 2016)
4.2.3.2. Institutionalize a "Global Lecture Series" to provide WKU members with an opportunity to exchange and communicate ideas with outstanding scholars from China and abroad (beginning from 2015)
4.2.3.3. Organize research seminars for faculty and students monthly (starting from 2016)
4.2.3.4. Establish WKU Undergraduate Research Program to develop students' potential, which will be officially launched in fall 2016
4.2.3.5. Establish in the university library a WKU repository of research achievements, including both graduating theses and academic publications of teachers and students (2017)

Actions

4.2.4. Develop exchange programs with universities and research institutes in China and other countries, as well as partnership with Kean USA in research programs, to facilitate cooperation and sharing of resources
Implementation/Timeline
4.2.4.1. Establish relationships with local universities (starting from fall 2016)
4.2.4.2. Assist WKU faculty to develop partnership with tenure track professors in Kean USA in research programs
4.2.4.3. Strengthen the existing exchange programs between WKU and Kean USA

Actions

4.2.5. Develop policies to encourage WKU faculty and staff to apply for various research programs and publish research achievements
Implementation/Timeline
4.2.5.1. Create a website with the latest information on research programs at various levels (2016)

4.2.5.2. Establish connections with relevant government departments in charge of research programs at various levels to get more support (beginning from 2015)

4.2.5.3. Develop an incentive system for research programs and academic publications (2016)

4.2.5.4. Establish a university fund for publishing academic books (2017)

Actions

4.2.6. Provide faculty and staff with information sessions regarding available research opportunities in China

Implementation/Timeline

4.2.6.1. Organize a seminar to introduce the functions of ORSP to new faculty at the beginning of each academic year (beginning from 2016)

4.2.6.2. Develop an annual workshop for faculty on how to write a good research proposal (beginning from 2016)

4.2.6.3. Organize seminars to familiarize faculty with the requirements for specific research programs (beginning from 2016)

4.2.6.4. Develop regular workshops for faculty who intend to apply for research programs and exchange their achievements and ideas (beginning from 2016)

Objective 4.3. *Make WKU Library information resources and services available as essential components of learning, teaching, and research*

Actions

4.3.1. Acquire online information resources to support and promote education, research, and community services

Implementation/Timeline

4.3.1.1. Identify Kean Library research databases and provide faculty with specific training on their operation before spring 2016

4.3.1.2. Prepare a budget for purchasing databases for the purpose of maintaining continuity of database usage with Kean USA (Spring 2017)

4.3.1.3. Acquire databases unavailable in Kean USA to enrich resources for teaching and research in WKU (Fall 2015)

4.3.1.4. Initiate a patron-driven-acquisition (PDA) program to expand necessary electronic resources (Fall 2015)

Actions

4.3.2. Establish WKU's own Institutional Repository to demonstrate its achievements in education and research to communities and partners in Wenzhou, China, and the whole world

Implementation/Timeline

4.3.2.1. Explore a subscription-based Institutional Repository which can be used without IT support (Fall 2016)

4.3.2.2. Involve faculty and students in the Institutional Repository program as much as possible (Fall 2016)

4.3.2.3. Encourage all students and faculty to make use of storage space for their academic achievements, research projects, and original logs (2017)

4.3.2.4. Use repository tools to maximize the visibility of WKU academic achievements in Google and other search platforms (2017)

GOAL 5: To administer a higher education institution with qualified personnel capable of executing data driven solutions

Objective 5.1. *Develop and implement better administration policies based on best practice*

<u>**Actions**</u>

5.1.1. Develop and improve the Board of Trustees' charter, policies to deal with conflicts of interests, and trustee appointment procedures

<u>**Implementation/Timeline**</u>

5.1.1.1. Draft the bylaws of the Board of Trustees, improve the structure of the organization, and set up the secretariat of the Board responsible for contacting directors and overseeing the decisions made by the Board (2015)

<u>**Actions**</u>

5.1.2. Persuade the government to provide more favorable policies and capital investment to achieve more autonomy in the operation and development of WKU

<u>**Implementation/Timeline**</u>

5.1.2.1. Develop a comprehensive educational standard and formulate an operational report on, but not limited to, equipment purchase, facility improvement, program development, hiring (before fall 2016)

5.1.2.2. Strive for the establishment of WKU as a special educational zone (2017)

<u>**Actions**</u>

5.1.3. Develop a data-based capital budget for a period of three to five years

<u>**Implementation/Timeline**</u>

5.1.3.1. Establish a budget committee responsible for the development of the capital budget (2015)

5.1.3.2. Collect preliminary data on academic program development, enrollment, faculty and staff recruitment plan, and campus construction over the next three to five years, and establish a budgeting model; submit an annual budget to the municipal finance bureau for review in May (second quarter 2016)

5.1.3.3. Regularly review and improve the budget plan to keep it updated every two years (starting from the third quarter of 2018)

5.1.3.4. Use funds in an effective and efficient manner by advocating thrift, reducing waste, and investing money only in necessary things

<u>**Actions**</u>

5.1.4. Develop a human resources development plan and an education development plan based on an expected annual increase of 20% in personnel

Implementation/Timeline

5.1.4.1. Increase the number of staff up to 120 (2015)

5.1.4.2. Increase the number of staff up to 155 (2016)

5.1.4.3. Increase the number of staff up to 200 (2017)

5.1.4.4. Increase the number of staff up to 230 (2018)

5.1.4.5. Increase the number of staff up to 275 (2019)

5.1.4.6. Review and adjust the human resources plan annually to meet changing demands (beginning from 2016)

Actions

5.1.5. Enshrine a practice of recruiting to administrative positions based on person specification and professional qualifications

Implementation/timeline

5.1.5.1. Develop person specification and expected qualifications for each position in the administration in the fourth quarter of 2016

Actions

5.1.6. Create a reporting process which tracks key indices/data as a means to determine the efficiency and effectiveness of WKU administration. This chart should be shared with the Board of Directors to help them understand the strengths and weaknesses of WKU.

Implementation/Timeline

5.1.6.1. Based on the model developed by Kean USA, establish a comprehensive analysis system to help make scientific decisions and projections (second quarter of 2017)

5.1.6.2. Share and develop the system annually (beginning from the second quarter of 2017)

Objective 5.2. *Support the professional development of staff by means of annual evaluation, training, etc.*

Actions

5.2.1. Establish an office in charge of staff's professional development and performance evaluation

Implementation/Timeline

5.2.1.1. Delegate to the Office of Human Resources the responsibility for staff's professional development and performance evaluation (beginning from summer 2016)

Actions

5.2.2. Develop an annual training and professional development plan and a performance evaluation system for all WKU departments, similar to those at Kean USA

Implementation/Timeline

5.2.2.1. Implement the plan and update it annually (before spring 2016)

5.2.2.2. Initiate a performance evaluation system based on the one at Kean USA and adapted in accordance with the relevant laws in China (before summer 2016)

Actions

5.2.3. Provide staff with English training to enable them to use English in interaction, documents management, student support services, etc.

Implementation/Timeline

5.2.3.1. Provide English training as a priority in the professional development plan for staff (beginning from summer 2016)

Actions

5.2.4. Base the training and professional development plan partly on the exchange mechanism to enable WKU staff to have the opportunity to learn from their counterparts in Kean USA

Implementation/Timeline

5.2.4.1. Establish and initiate the exchange system with clear and reasonable training objectives, which incorporates effective training methods and ways to evaluate training results, to enable members in both campuses to understand and learn from each other (first quarter of 2017)

GOAL 6: Continue the development of the institution's physical infrastructure, through the design, construction and improvement of world-class instructional, research, and residential facilities

Objective 6.1. *Plan, design and construct new educational and administrative buildings in accordance with Kean USA standards*

Actions

6.1.1. Improve the general layout of WKU to reflect both American and Chinese campus characteristics in accordance with the natural environment and climate conditions

Implementation/Timeline

6.1.1.1. Continue optimizing the site plan and hire a first-class landscape design firm to design the layout of greenery, water, and other features (2015)

Actions

6.1.2. Design and construct the key buildings planned for the short to medium term, including those for the Global School of Business, the School of Architecture and Design, the School of Computer Science, the Student Center, the Library, the Recruitment and Administration Complex, and an international sports center (fall 2018)

Implementation/Timeline

6.1.2.1. Complete the indoor sports court (and the device center) by fall 2017

6.1.2.2. Complete the building for the Global School of Business (by fall 2017)

6.1.2.3. Complete the building for the School of Architecture and Design as well as the School of Computer Science (by fall 2018)

6.1.2.4. Design and build the Student Center and the Library (by fall 2018)

6.1.2.5. Complete the Admission and Administration Building (by the end of 2018)

Actions

6.1.3. Plan and design the second round of construction, including the School of Humanities and Social Sciences, the recreation facility for faculty and staff, and a stadium

Implementation/Timeline

6.1.3.1. Complete the aforementioned buildings based on the design provided by Kean USA (2020)

Actions

6.1.4. Design and construct an international school (K-12) for WKU members and the surrounding community

Implementation/Timeline

6.1.4.1. Begin to construct the school in collaboration with social institutions in 2016 and complete it by 2018

Actions

6.1.5. Design and build the ring roads around the campus in accordance with the site plan

Implementation/Timeline

6.1.5.1. Complete the roads and other relevant infrastructures between the 1st bidding section and the 2nd bidding section (2015)

6.1.5.2. Complete the whole ring road system (before fall 2017)

Objective 6.2. *Plan, design and construct on-campus residential buildings and facilities for WKU members*

Actions

6.2.1. Provide on-campus apartments to help attract outstanding scholars and teachers from all over the world

Implementation/Timeline

6.2.1.1. Provide faculty with transitional housing like Juying Residence before the end of 2016

6.2.1.2. Complete the 1st phase of faculty housing construction and put it into use by the end of 2016

Actions

6.2.2. Construct more residential buildings stage by stage to accommodate the increasing number of students

Implementation/Timeline

6.2.2.1. Complete the residential buildings under construction in the 2nd bidding section to accommodate 1,800 students (2015)

6.2.2.2. Complete more residential buildings to accommodate an additional 1,200 students (before September 2017)

Objective 6.3. *Improve and upgrade existing buildings to increase their efficiency in accordance with the standards of Kean USA*

Actions

6.3.1. Upgrade the General Education Hall according to the latest standards

Implementation/Timeline

6.3.1.1. Complete the renovation of the hall (2016)

6.3.1.2. Upgrade the labs in the hall to meet the needs of teaching and research (2016)

Objective 6.4. *Establish a stable and reliable network to meet the needs of WKU members, facilitate better communication between WKU and Kean USA, and provide necessary facilities for all IT-related activities*

Actions

6.4.1. In accordance with the strategic goal of the university, draft a five-year plan, including goals, obligations, responsibilities, and timelines

Implementation/Timeline

6.4.1.1. Finalize the plan by the end of 2015

Actions

6.4.2. Build advanced IT facilities and develop a stable high-speed core network with wireless signals covering the whole campus

Implementation/Timeline

6.4.2.1. Construct reliable IT facilities to facilitate information exchange and resources sharing between WKU and Kean USA by the end of 2017

6.4.2.2. Establish a monitoring process to evaluate the effectiveness of development and network functionality

Actions

6.4.3. Establish an efficient data center which is based on cloud computing technology, and equip all classrooms with high-tech teaching facilities like those in the model classroom, including a "Cloud Computing Environment" and virtual desktops for faculty and students (2017)

Implementation/Timeline

6.4.3.1. Put the system into use in 2017

Actions

6.4.4. Establish a high-capacity core network characterized by stability and flexibility, and provide wireless signals covering the whole campus, available 24/7 throughout the campus

Implementation/Timeline

6.4.4.1. Construct the network and the buildings simultaneously by the end of 2017

Objective 6.5. *Create a smart campus with cutting-edge technology and facilities to meet the needs of both faculty and students in teaching, learning and research and enable students to learn the latest technology available globally*

Actions

6.5.1. Build an efficient, accessible and practical digital library and an electronic platform for archives

Implementation/Timeline

6.5.1.1. Put the platform into use by the end of 2016 and complete the library by 2018

Actions

6.5.2. Further improve the all-purpose campus card system to make it more convenient, secure and safe; with the development of the university campus, expand the functions of the card to serve as an ID card, a building access card, a library card, a digital consumption card, etc.

Implementation/Timeline

6.5.2.1. Upgrade the system in 2015 to integrate the functions of an ID card, a building access card and a digital consumption card, and expand its function to serve as a library card with the establishment of the online library system in 2016

Actions

6.5.3. Further improve the identity authentication information system, a one-stop service log-on platform, the campus solution system and the Office Automation (OA) system

Implementation/Timeline

6.5.3.1. Improve and optimize the above mentioned systems by the end of 2015

Actions

6.5.4. Establish a complete cyber-security system

Implementation/Timeline

6.5.4.1. Provide all WKU subsidiary websites with security detection and precautions before 2016, and complete a security level evaluation on IT systems according to the requirements of the Ministry of Education in 2016

Actions

6.5.5. Develop a plan for business development and disaster recovery

Implementation/Timeline

6.5.5.1. Perform the basic function of Data Backup by the end of 2015, and optimize this function in the new data center in 2017

Actions

6.5.6. Develop an online learning platform and provide the public with access to audio and video resources

Implementation/Timeline

6.5.6.1. Put the online learning platform into use in 2019 [Note: It can provide online training management by keeping track of the learning process, including courses, examinations, competitions, exercises, online surveys and questionnaires and forums. The main services include: a virtual classroom -- a teaching approach that simulates offline classroom online; a teaching video broadcasting platform to share the teaching videos online; and a multimedia interactive learning platform -- an interactive platform that utilizes resources reasonably and keeps learning records.]

GOAL 7: Provide extension programs and technical support for the Wenzhou community and targeted municipalities within Zhejiang Province

Objective 7.1. *Position WKU as a resource of both Wenzhou City and Zhejiang Province, not only providing educational and technical support, but serving as a center for cultural development as well*

Actions

7.1.1. Establish an Office for External Relations and a Media Center to plan and coordinate conferences and large scale events on campus so as to expand public relations and improve the public image of WKU

Implementation/Timeline

7.1.1.1. Further develop the Office for External Relations (OER) and the Media Center (MC) (2015)

7.1.1.2. Enhance the connections between WKU and Kean USA, and develop more regular exchange programs for WKU personnel to improve their ability to plan large scale conferences and activities as well as other administration skills (2015)

7.1.1.3. Assess the OER and the MC's ability to plan and organize major events independently after 2017 so as to improve the university's ability to serve the local community

7.1.1.4. Develop WKU's Visual Identity System based on the one in Kean University by 2017

7.1.1.5. Organize activities and provide service at the provincial level and beyond after 2018

Actions

7.1.2. Enhance connections and cooperation with local government and relevant institutions to win more opportunities to organize conferences and activities in WKU, to develop it as a platform for economic and cultural exchange

Implementation/Timeline

7.1.2.1. Strengthen communication with Wenzhou Municipal Office for Foreign and Overseas Chinese Affairs and the Investment Invitation Bureau for the purpose of securing favorable policies, information and resources (2015)

7.1.2.2. Cooperate with the Center for Research on Chinese-Foreign Cooperation in Running Schools, Xiamen University, in holding the 6th annual National Conference on Chinese-Foreign Cooperation in Running Schools (2015)

7.1.2.3. Develop extensive cooperation with institutions responsible for operating schools, and research, both in China and abroad (by 2020)

Actions

7.1.3. Enhance WKU's ability to serve the local community by providing English training programs, thereby increasing the university's influence

Implementation/Timeline

7.1.3.1. Conduct a market survey annually to identify local English learners' specific needs (starting from spring 2018)

7.1.3.2. Based upon the market analysis, design and conduct programs for the target groups (second quarter of 2018)

7.1.3.3. Provide such new programs as teacher-oriented English training (beginning from summer 2018)

7.1.3.4. Study the feasibility of providing English immersion program, professional development, MBA and MPA programs for Wenzhou citizens (2019)

7.1.3.5. Study the feasibility of establishing in Hangzhou an educational institute based on innovation, creativity and entrepreneurship, offering programs in English immersion, professional development, MBA, and MPA (2020)

7.1.3.6. Cooperate with relevant departments of Wenzhou Municipal Government in preparations for the founding of Wenzhou Institute for Commerce and Entrepreneurship and provide globalization-oriented training programs, including English language training

7.1.3.7. Attach great importance to intercollegiate cooperation and college-enterprise collaboration, and build a number of national educational and training bases with Wenzhou entrepreneurs and enterprises as the main targets (2020)

Actions

7.1.4. Based on WKU's international cooperation platform, initiate the founding of the Institute of Cooperative Research in Economy and Trade between Zhejiang (Wenzhou) and New Jersey in 2015

Implementation/Timeline

7.1.4.1. Work with relevant local government departments to form a working team and formulate a work plan and a schedule

Actions

7.1.5. Establish relations with other universities in Wenzhou City and Zhejiang Province to share resources and programs, and promote WKU's reputation with its unique academic resources and programs in the library

Implementation/Timeline

7.1.5.1. Launch the WKU online library and provide online transfer services throughout Zhejiang Province (2016)

7.1.5.2. Reach ILL (Interlibrary Loan) agreements with libraries in Wenzhou and other cities of Zhejiang Province to share resources (before 2017)

7.1.5.3. Before the opening of WKU library in 2018, establish a visitor station and an online library network to allow visitors to access its licensed electronic resources

7.1.5.4. Help to draft a guidebook for expats, with a list of the major local libraries and their relevant rules (2016)

7.1.5.5. Establish an official user authorization system and finalize the plan for the opening of the University Library by December 2017

Actions

7.1.6. Make full use of the talents of faculty, staff and students of WKU to serve the local community

Implementation/Timeline

7.1.6.1. Expand "I -Do-Volunteer-Service Association" to attract more members, and provide local communities with various kinds of support and service, such as free teaching (beginning from 2015)

7.1.6.2. With strengths in architecture and design, cooperate with local government in the development of Kean Town, and play a role in the establishment of Wenzhou-New Jersey's Cooperative Base of Fashion Industry (2020)

Objective 7.2. *Obtain provincial support for WKU to enhance its competitiveness*

Actions

7.2.1. Endeavor to gain greater support from the provincial government for WKU in both teaching and infrastructure

Implementation/Timeline

7.2.1.1. Convince the provincial government to include WKU in its fiscal budget, with special funds for the building of infrastructure in WKU (2020)

7.2.1.2. Seek greater support from the provincial government and its relevant departments such as the Education Department and the Science and Technology Department with regard to the development of disciplines and programs, attraction of talents, and research (2018)

GOAL8: Diversify Wenzhou-Kean University's sources of income to ensure sustainable development

Objective 8.1. *Explore various opportunities to raise funds from society and develop a public communication platform to win support for WKU foundation*

Actions

8.1.1. Develop policies and procedures similar to those at Kean USA but with WKU's own characteristics, and establish a platform between alumni and WKU Foundation, to diversify its sources of funding.

Implementation/Timeline

8.1.1.1. Establish WKU Foundation complete with a Board of Directors and relevant bylaws and regulations, and raise more than 2 million RMB from NGOs for its setup; complete the registration process (2015)

8.1.1.2. Set up an alumni information database, and establish a scholarship naming system (2016)

8.1.1.3. Develop an official foundation website and various kinds of information platforms about entrepreneurs, overseas public figures, chambers of commerce and businesses to raise social funds (2017)

8.1.1.4. With the support of the above, achieve an annual growth of 50% in fund size by 2020

8.1.1.5. Like Kean USA and other higher education institutions, make full use of various kinds of resources, including faculty, staff, students, and NGOs, to win public support for its development and expand WKU Foundation (2020)

Actions

8.1.2. Support the establishment of WKU International Education Development Company and an international school, part of whose profits will be used for scientific research and education in WKU

Implementation/Timeline

8.1.2.1. Support the establishment of WKU International Education Development Company, 3% of whose operating income should be donated to Wenzhou-Kean University for further development (2015)

Actions

8.1.3. With the help of local government, establish Wenzhou Institute for Commerce and Entrepreneurship to attract more and more businessmen to WKU for training, exchange and cooperation

Implementation/Timeline

8.1.3.1. Work with relevant departments and develop a plan for the institute (2015)

8.1.3.2. Open the first training session for young businessmen so as to increase the number of alumni (2015)

8.1.3.3. Plan more training sessions according to different needs and purposes to attract more visitors for training and cooperation (2017)

Actions

8.1.4. With the help of local government, establish Wenzhou Institute for Overseas Chinese to attract more and more overseas Wenzhou businessmen and their children to WKU for training, exchange and cooperation

Implementation/Timeline

8.1.4.1. Work with relevant departments and develop a plan for the institute (2015)

8.1.4.2. Launch the first training session for overseas Wenzhou businessmen, hold summer camp or winter camp for overseas young Chinese, and officially establish Wenzhou Institute for Overseas Chinese (2016)

8.1.4.3. Plan more training sessions according to different needs and purposes to attract more overseas Wenzhou businessmen and their children for training and cooperation (2017)

Objective 8.2. *Explore various cooperation schemes with well-known colleges, research institutes, financial institutions and private enterprises for university development*

Actions

8.2.1. Based on a PPP (Public-Private-Partnership) model, cooperate with WKU International Education Development Company or other companies to build such facilities as conference centers, entrepreneurship centers, faculty apartments, student residential halls, restaurants, hotels, theatres, etc.

Implementation/Timeline

8.2.1.1. Discuss the feasibility of a PPP model in WKU in accordance with government regulations and policies (2015)

8.2.1.2. Establish an information exchange platform and develop cooperative friendship with well-known colleges, research institutes, financial institutions and companies (beginning from 2016)

8.2.1.3. Apply different schemes in accordance with different demands of partners (beginning from 2017)

8.2.1.4. Based on a PPP model, raise funds for the building of faculty apartments (2018)

8.2.1.5. Raise funds to build student residential halls based on a PPP model (2019)

8.2.1.6. Raise funds to build an entrepreneurship center based on a PPP model (2020)