

Worcester Polytechnic Institute

The China Hub

“Expanding the Links between WPI and China”

Business Plan

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Executive Summary

Opportunity

Problem Summary

The China Hub found many successes in its first years but fails to become financially sustainable. It is understaffed with crucial members having other responsibility across campus; has delayed the progress of numerous goals. Its position in WPI's newly Global Impact Division(GID) has not yet been confirmed due to the undefined structure of the GID.

Solution Summary

The purpose of creating this business plan is to improve the structure and influence of China Hub at WPI. To achieve this goal, we found the opinions of various members of China Hub, compared China Hub to other institutions approach to China, and found resources applicable to China Hub. Board of advisors and appropriate experts were interviewed to determine different aspects and future goals of China Hub. Through our findings, I created a set of objectives.

Market

China Hub target market are WPI students and faculty interested in going to China to improve their academic or professional profile, explore Chinese culture, or to find their interests at WPI. China Hub aims to provide various services to improve their WPI experience for each academic level. With the support of IGSD, China Hub would select the individual we believe is best suited for the available position.

Competition

Major competitors include Stanford University-China Program, University of Rhode Island – Chinese language Flagship Program; with other universities having slight ties to China. We believe through WPI theory and practice moto; students and faculty would be intrigued to have a hands-on experience in which they can make an impact outside the United States.

Why Us?

Supported by the many successes of the China Hub, there is a growing interest in China at WPI. With just very few but passionate members the China Hub has been able to accomplish plenty. The faculty leadership board behind the China Hub has been awarded over \$ 1 million in external federal grants to support building China content and opportunities on and off campus. WPI's China project centers host together 70-75 students annually and is one of the organizations major accomplishments. Other accomplishments include providing a noticeably number of Chinese content and language courses and establishing new academic partnerships with various Chinese universities.

Financing Needed

To accomplish the goals set by the China Hub, initial investment by the WPI administration would be necessary to have a sufficient and efficient growth. Financial sustainability and independence are one of China Hub key goals.

Opportunity

Problem & Solution

Problem Worth Solving

The China Hub faces three key problems: financial sustainability, inadequate manpower, and undefined intuitional place. These complications were spawned from WPI administration, while supportive of the initiative, has not been able to invest significant funds to the China Hub. External Funding has served as a short-term solution for financing the China Hub Initiatives. China has been able to accumulate over a million dollars of external funding from the National Science Fund Foundation (NSF), United States Department of Defense (DOD), and United States Department of Education (DOE), proving there is interest for academic connections with China. But this has proven to be inadequate to completely implement the vision of the China Hub as the funding was used to start the programs, not sustain them. Secondly, with a total of eight faculty members, the organization lacks sufficient investment of faculty time to progress. Each faculty member, from different and all schools at WPI, have other responsibilities across campus. Majority faculty members confirm the low commitment of time is due to the unclear future position of the China Hub at WPI. Due to being the first of its kind at WPI, the China Hub lacks a clear path for progression in WPI organization structure. With much uncertainty, WPI administration has been conservative in the support of the expansion of the China Hub.

Our Solution

To fulfill its maximum potential, the China Hub will apply a new framework for it to operate and offer guidance in the coming years. China Hub's new framework aims to better the funding and financial security, increase the importance and awareness of the China Hub, and establish the gateway for connecting WPI to China. Aligned with WPI's Strategic Plan, we assure our goals will extend the success of our distinctive undergraduate and graduate education, expand research opportunities, and enhance WPI's reputation and visibility. A reform of the organization hierarchy, strategic alliances, and proposed programs would be considered.

Target Market

Students, Faculty and Alumni of WPI are the main focus for the China Hub. China Hub activities are the China components of the undergraduate curriculum, including China IQPs and MQPs and the Chinese studies minor, speakers and films on campus, joint programs and exchange, collaborations with Chinese partners, research collaborations; currently providing Chinese sponsors for about 70-75 WPI undergraduate students annually. We aim to increase our interaction with faculty and alumni, as well as, maintain the current the demand from our students. Our objective to extend and expand China Hub's Reach includes:

Alumni	Student	Faculty
Objective A1: Provide a relevant Alumni Chapter	Objective S1: Improve interactions with Chinese students on campus and overall WPI society	Objective F1: More meaningful partnerships with Chinese universities (applies to students).
Objective A2: Implement an Advisory Board for China Hub.	Objective S2: Provide more Chinese content courses at WPI.	Objective F2: Fulfill Grant requirements
Objective A3: Offer career resources for Alumni (and students)	Objective S3: Increase awareness on Campus and opportunities the China Hub provides	Objective F3: Have a China-based Industry-University Partnership

Other Universities

The College of the Holy Cross (Local Competitor):

Various Chinese courses are offered on campus, such as traditional Chinese literature and Introduction to Chinese Linguistics. The Intensive Chinese Language Program is offered to students with interest in being fluent in Chinese (with other requirements). Other programs include an internship program and suggested summer study programs.

Ohio State University (Similar Competitor):

The Ohio State University China Gateway department, located at the Office of International affairs, manages 15 delegations from Ohio State and has hosted 24 events for over 200 alumni in China. Two official alumni clubs were formed in Shanghai and Beijing. To better serve their campus, incoming Chinese students, the China Gateway partnered with the Office of Undergraduate Admissions and First Year Experience to begin hosting pre-departure orientations in mainland China. Through its Global Internship Program, the China Gateway has also been able to create 10 internship opportunities for students who want to gain professional experience in China. Finally, the International Corporate Partnership Programs offers services to the corporate partners with Ohio State's advanced educational resources

Harvard University (Dominant Competitor):

In service of the entire University, the Harvard China Fund supports teaching and research on China and promotes Harvard's presence in China. The Harvard Center Shanghai is the convening place for Harvard programs, research conferences, workshops, and alumni/prospective student events. With all students eligible to apply, the Harvard China Student Internship Program with many partners from different sectors; Biotech, Design and Architecture, Education, Finance, Information Technology, Management Consulting, Manufacturing, NGO, Research, and Retail. The Harvard China Faculty Grant Program is an internal funder to advance the research goals of Harvard faculty and improve the education of Harvard students, in collaboration with Chinese partners.

Our Advantages

WPI global programs, such as the Interactive Qualifying Project and Major Qualifying Project, are unique and would be distinctive to our Chinese sponsors and partners. With project-based learning, our students and faculty are highly prepared and skilled problem-solvers; the majority of our undergraduate students and faculty seek an off-campus project to have an impact on, thus beneficial to our sponsors and partners. Furthermore, WPI has a grand interest to solve global problems by focused research and innovation and seek partnerships to collaborate with to find a solution.

Execution

Marketing

Marketing Plan

The China Hub mission is to develop and implement a centralized strategy at WPI to:

- Advance on-campus and off-campus knowledge of China through project-based learning, academic courses, and other events.
- Support various on-campus extracurricular and integration of students from China.
- Maintain and establish new partnerships with Chinese academic institutions, GONGOs, and other cooperation.
- Facilitate innovation and entrepreneurship by supporting new research collaboration ventures between WPI faculty/staff/students and peers in greater China
- Extend an existing relationship with our Chinese alumni to sustain a much-needed connection to China.
- Establish collaborative research initiatives in strategic research areas with Chinese university partners.

With the main focus on project-learning, research, and student/faculty exchange, our collaboration with WPI Advancement, IGSD, the Career Development Center and various WPI Department is to develop a continuous interaction with our Chinese alumni from WPI. This would be greatly beneficial for providing a gateway to China cooperate sector, as well as, the recruitment of advisory board members. With these connections set, a contribution towards increasing our academic partnerships will be next. Faculty board members will be on the forefront of these engagements.

Operations

Locations & Facilities

The China Hub is only located in Salisbury Laboratories 408, 100 Institute Rd, Worcester MA. There are WPI students in project centers located in Hangzhou, Beijing, and Hong Kong, but these are not brick and mortar.

Milestones & Metrics

Milestones & Key Metrics

Level I (5+ years plan): These are the grand targets. They require significant time and planning with WPI administration.

Level II (2-5 years plan): They require some time but not as much a Level I. They also do not need any significant clearance or paperwork.

Level III (1-2-year plan): Short goals to be completed within a year.

Level I		Level II		Level III	
M1	Alumni Chapter	M7	Student-Alumni meet and greet	M11	Social Network
M2	Corporate Collaboration	M8	Alumni Sponsored Events	M12	Donation Programs
M3	Research Collaboration	M9	Project Centers	M13	Conferences and Symposium
M4	Academic Collaboration	M10	External Federal Grants	M14	Orientation Program
M5	Internship Program			M15	Sponsored Activities
M6	Exchange Program				








The China Hub

Overview

WPI's China Hub was formally established in 2013, formally announced by the Provost Eric Overstrom in Beijing, China of that year. Its positioned to be a key pillar of WPI's future competitiveness in global engagement and partnership. Secondly, it is committed to providing instruction of the Chinese language; imparting knowledge of Chinese history, literature, arts and other aspects of Chinese culture; and promoting mutual understanding between the United States and China among our students. Thirdly, students in diverse majors benefit from our unique China Education Modules, which blend issues in Chinese economic growth and environmental challenges into science, technology, engineering, math, economic, socio-political, and business curriculum. Lastly, WPI is committed to developing programs and initiatives designed to grow deep, respectful, and long-standing relationships with Chinese public and private universities, business partners, local governments, alumni, parents, and prospective students. The organization hierarchy is in the appendix.

Team

Faculty Board

						
Director (Humanities & Arts)	Board Member (Business)	Board Member (Interactive Media and Game Design Program)	Board Member (Mechanical Engineering)	Board Member (Civil & Environmental Engineering)	Board Member (Chemical Engineering)	Associate Director (Humanities & Arts)
Dr. Jennifer Rudolph	Dr. Amy Z. Zeng	Dr. Jennifer deWinter	Dr. Jianyu Liang	Dr. Tahar El-Korchi	Dr. David DiBiasio	Dr. Wen Hua Du
Her research focuses on two main areas: Chinese national identity and political reform.	Her current research is in two areas at the forefront of today's supply chain management – disruption management and global aspects. In the former, she focuses on supply-base management and tactics under disruption.	She is interested in how culture moves internationally. She has analyzed the global flow of anime, comics, and computer games to understand how concepts such as art, culture, and entertainment are negotiated	Her experimentally studies physics and interface science at nanometer scales and creates devices with improved performances. Her team collaborates with colleagues with expertise in metrology, physics, bioscience, medical science, chemistry, and chemical engineering.	His research interests include high-performance concrete, fiber cement composites, pavement engineering, structural composites, and materials and structural testing.	His research involves educational scholarship: investigating how students learn chemical engineering and how the curriculum can be modified to optimize learning.	A recent member of the China Hub. She provides assistance to the Director as well as, being an expert in language pedagogy.

Advisory Board (New)

This consists of a group of past alumni or any high-ranking officials interested in contributing to the China Hub. They provide crucial advice in the advancement of the China Hub with their experiences and expertise. They may also provide exclusive opportunities and ideas for engaging China for faculty and students. It is a gateway to support the China Initiative at WPI.

The Requirement for Entry:

- A required fee for entry; discussion with WPI Advancement to decide the fee amount.
- An annual fee to remain a member
- Must be reviewed by the faculty board.

Role:

- Advisor to China Hub
- Liaison for China Hub
- A possible representative for the China Hub

Student Representative & Program Coordinator (New)

This position requires interaction with student and faculty to review China Hub's relationship with them; any complaints, inquires, funding requests, go through them. The programs offered by the China Hub is managed and organized by them, with any social interaction managed and implemented by them. It also includes the advertisement of anything offered by the China Hub.

The Requirement for Entry:

- Hired by Faculty Board
- Approved by WPI

Role:

- Organize and manage programs offered by China Hub
- Responsible for advertisement at WPI
- Interaction with students, faculty, and clubs

Financial Plan

Financing

Sources of Funds

An increase in annual funding from WPI Provost would be highly recommended for the initial investment and a constant source of income for the China Hub. There will be a discussion with the faculty board, the Provost, and WPI Advancement to determine the number of funds. Some Level I (**M1-M3, M6**) will produce revenue, but the amount given to China Hub will be determined by contracts and agreements with WPI Administration. Lastly, the donation program (M12) will be another stream for financing the China Hub; these will be considered as endowment funds.

Use of Funds

All funding will be used for non-profit purposes. A detailed statement of funding will be determined.

Appendix

Organization Hierarchy

