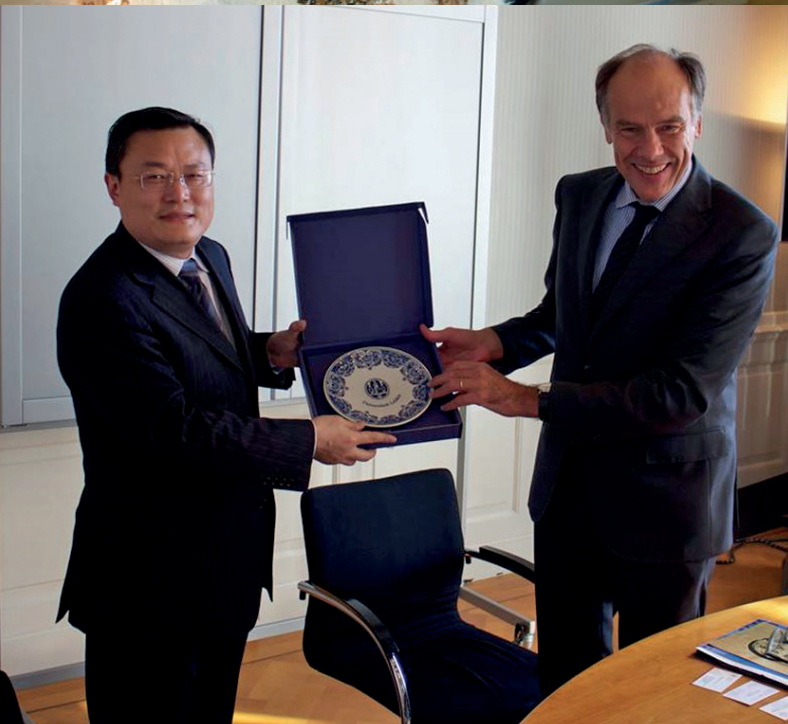
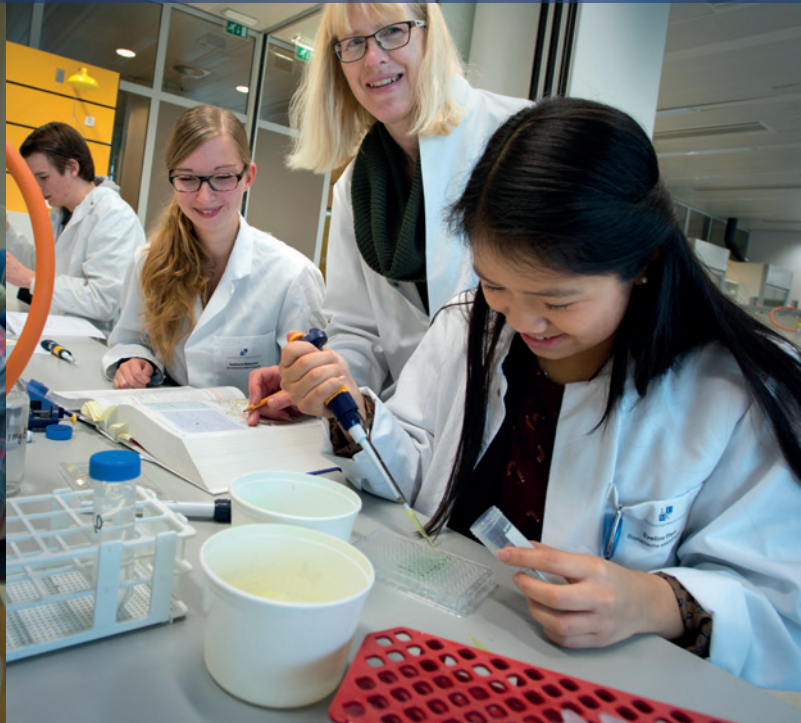


# A UNIVERSITY-WIDE PROGRAM FOR COOPERATION WITH CHINA

Strategy Paper



**Universiteit  
Leiden**  
The Netherlands

Discover the world at Leiden University

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## Executive summary

Recognizing the rapid development and the quality of, and investment in academic research in China, Leiden University has designated China as a priority country with which it seeks to establish a strategic and sustainable university-wide partnership program of long-term teaching and research collaboration. The Program aims to strengthen research and enrich education at Leiden University and Chinese partner universities, and to develop and sustain joint partnerships and projects that can make a difference in terms of innovation and impact in science, society, and the economy.

The Program is based on the principles of excellence and reciprocity. While the Program supports the strengthening of overall cooperation with China, its focus is on developing intensive partnerships with a limited number of Chinese universities, and on initiating and strengthening cooperation projects in areas in which Leiden University and Chinese partners excel and where they have to offer advantages to each other. Innovation and impact of joint projects are promoted by encouraging collaboration with business and societal partners. Furthermore, Leiden University aims to improve its outreach towards, and visibility in China, by strengthening its representation at Chinese partner universities.

# A UNIVERSITY-WIDE PROGRAM FOR COOPERATION WITH CHINA

## 1. Introduction: ambition and goals

Leiden University has designated China as one of the first three priority countries or regions with which it seeks to expand and intensify its international cooperation. The other two are Indonesia and Latin-America. The University acknowledges the rapid development and quality of China's academic system and recognizes the mutual benefits of sharing knowledge, expertise, research infrastructures, and academic environments with China. It aims to establish a strategic and sustainable university-wide partnership program of long-term teaching and research collaboration with China, based on the advantages both sides have to offer each other. The existing good relationship with China will provide a sound basis for the development of the Program.

### *Special relationship*

Leiden University has long had a special interest in and relationship with China. In 1857 the first two students from Leiden went to China to study the Chinese language. Leiden was the first university in the Netherlands to establish a Chair in Chinese Language in 1877, and the only Dutch university that developed a department of Sinology and a library for Chinese studies that became leading in the Western world. Today, Leiden is still the only Dutch university that offers a BA and MA in China Studies. The University also hosts a Confucian Institute.

Collaboration between Leiden University and Chinese academic institutions is extensive and fruitful. Joint projects with China are found across many institutes and faculties of Leiden University and encompass cooperation with more than 20 Chinese universities. In addition, developments in China are studied by a growing number of Leiden University institutes, centers and programs, including the Leiden Institute of Area Studies, Leiden Asia Centre, International Relations, Political Science, Archeology, and the Van Vollenhoven Institute, all facilitated by the Asian Library at Leiden.

### *A focused and strategic approach*

Leiden University's current cooperation with China is rather fragmented and a more focused, strategic and long-term approach is needed to build strong, effective and mutually beneficial relationships with Chinese universities and institutions. The Program for Cooperation with China will therefore focus on areas in which Leiden University and Chinese partners excel and where sustained cooperation can make a difference with regard to the quality of research and education, impact and innovation. It aims to achieve the following interdependent goals, which emphasizing the mutuality of benefits between Leiden University and Chinese partners:

#### **GOALS of the Leiden University Program for Cooperation with China**

1. Strengthen research at Leiden University and Chinese partner universities
2. Enrich education at Leiden University and Chinese partner universities
3. Enhance Leiden University and Chinese partner universities' innovation and impact in terms of science, culture, society and the economy

This document sets the direction Leiden University intends to take towards building strong and effective ties with China. It supports the University's objective to be a leading international research university that promotes a safer, healthier, more sustainable and more prosperous world, and that offers its academics and students an environment in which they can excel.

The document will be simultaneously developed into a Work Plan that sets specific actions and time lines. The overall timeline for development and implementation of the Program covers the period September 2015 - September 2019. In September 2017, the program and its implementation will be evaluated.



## 2. Leiden University and China: important partners

### 2.1 China: an important partner for Leiden University

Over the past decades China's rapid development has made the country a major global economic and political power. The country's growing influence in the world, in matters ranging from trade to global governance, and from high-tech developments to the Internet of things, has led to extensive international cooperation with China and to a growing need for a sound understanding of the country and its development.

#### *Powerhouse in S&T and innovation, world class universities*

China is becoming a powerhouse in science, technology and innovation. Long-term and robust investments in research and education have led to a rapidly rising quality of Chinese universities. China's top universities are steadily climbing in the global university rankings and are increasingly able to offer good education and conduct excellent research in a growing number of subjects. They have access to substantial research budgets, and with an estimated seven million students graduating each year, they have a large pool of academic talents at their disposal.

#### *Internationalization and valorization*

Moreover Chinese Universities are investing in internationalization: in student and staff mobility, international research cooperation, joint China-foreign education programs, and the development of English language degree programs. Chinese government policies encourage Chinese universities to strengthen valorization by developing closer relations with industry and business sectors. As a result Chinese universities are becoming attractive innovation partners for a wide range of Chinese and international companies.

#### *Demand for knowledge on China*

The strengthening of cooperation between Leiden University and China takes place in the context of Sino-Dutch relations. The Netherlands has developed extensive and diverse economic and political ties with China, including in the area of science and education. As a result, ever more Chinese students, business people and company employees find their way to The Netherlands. Vice-versa many Dutch companies and a growing number of Dutch individuals do business, work or study in China. As the impact of China on Dutch society is increasing, there is a rising demand for knowledge about the political economy in China, Chinese culture, and the Chinese language. This interest is reflected in the growing numbers of courses and programs on China-related topics at various Dutch universities and the inclusion of the Chinese language in the curriculum of secondary schools in The Netherlands.

The quality and scale of research and education that China's academic system has to offer in combination with the Dutch and international demand for knowledge about China make the country a key partner for Leiden University.

### 2.2 Leiden University: an important partner for China

Leiden University, in its turn, has to offer China many opportunities for synergies in research and educational cooperation. Leiden is an important research-intensive university in Europe with a strong international orientation. It is positioned well within the top 60-80 of worldwide university rankings and holds leading positions in many fields, including sciences, medical sciences, social sciences, law, and humanities. Leiden

university boasts 16 Nobel Prize laureates The University offers many English-taught programs, and a wide range of PhD opportunities, an honors school, and summer courses.

### *Top-level research and education*

Leiden University aims to create an inspiring atmosphere in which curiosity-driven fundamental research can thrive. This leads to top-level research, often carried out in collaboration with international networks such as the League of European Research Universities (LERU), and world-wide partner universities and research institutes. Education at Leiden University is research-based, multidisciplinary, and innovative. Students are encouraged to interact with teachers and society and to develop their talents through participation in honors and research programs.

### *Impact and innovation*

Leiden University attaches high importance to innovation and to having an impact on society and the economy. Each euro that the University spends on research has a roughly fourfold return and many projects lead to patents or help solve problems in society. The University's knowledge exchange center LURIS, the Center for Science and Technology Studies (CWTS), and affiliated organizations such as the Leiden Asia Centre (LAC) and the International Institute for Asia Studies (IIAS) promote entrepreneurship and collaboration with partners in different sectors including the Leiden museum sector and the Leiden Bio Science Park.

### *World class Asian Library*

Leiden University has a first-rate modern library with extensive collections of books, e-books and other resources, and a world renowned Asian Library. The Asian Library, which serves as a major international knowledge hub on Asia houses extensive Asian collections under one roof, including the largest collection on Indonesia worldwide and outstanding collections on South and Southeast Asia, Japan, Korea and China. The Chinese section comprises extensive modern Chinese collections and six Special Collections, including many rare and old Chinese books.

### *Campuses in Leiden and The Hague*

Leiden University's main location is the historic city of Leiden, a pleasant and safe student town close to Amsterdam and Rotterdam and the international airport Schiphol. The University's Faculty of Governance and Global Affairs is located in neighboring The Hague, known as City of International Law, Peace and Security. The Hague is home to numerous international organizations as well as the Dutch public administration. Leiden University's connections with ministries, the diplomatic community and the many international institutions offer opportunities for exchange, research and traineeships.

### *Flourishing exchanges*

A growing number of Chinese students and scholars already find their way to Leiden. In 2015, 183 Chinese BA and MA students and 191 Chinese PhD students were registered at Leiden University. In addition, a dozen Chinese professors are involved in teaching and research in Leiden. Vice versa, dozens of Leiden University students go to China to study and many Leiden staff members are engaged in teaching or research at Chinese universities.

### 3. A comprehensive Program for Cooperation with China

The Leiden University Program for Cooperation with China seeks to strengthen the quality of existing cooperation and to develop new cooperation in selected areas of shared excellence. While focusing on developing a limited number of intensive partnerships with Chinese universities, the Program will also support the strengthening of overall cooperation with China. The Program consists of four parts, the first three of which focus on the strategic goals of the Program; the fourth part deals with outreach towards China as a means to support the Program as a whole:

1. Research cooperation
2. Cooperation on education
3. Innovation and impact
4. Outreach

The specific and concrete actions following from this strategy are detailed in a Work Plan.

#### *Preferred areas for cooperation*

The projects developed within the Program for Cooperation with China will be focused on areas of shared excellence and based on mutual benefit. Leiden University has identified the following preferred areas for cooperation with Chinese academic institutions:

- Data Science & Big Data
- Law, Governance and International Relations
- Sustainability
- Bioscience: drug discovery and development
- Art and Culture

#### *Partners for intensive cooperation*

In order to ensure focus and quality the Program seeks to invest in developing a limited number of intensive partnerships with Chinese universities with whom Leiden already has established fruitful cooperation and/or universities that offer opportunities for a broadening and deepening of excellent research and education collaboration in preferred areas of cooperation. Intensive partnerships will facilitate the development of strategic joint projects, stimulate faculty and student exchanges, and make Leiden University more visible in China. The intensive partnership programs and projects will meet high quality standards, be innovative, contribute to science, and aim for economic, societal and/or cultural impact.

#### *Flagship project*

Leiden University is exploring possibilities to develop a special and visible cooperation project with China. The project will be based on the University's excellence and will involve multiple faculties.

#### *Investing in relations*

In order to successfully develop and implement the Program for Cooperation with China, Leiden University needs to deepen its insight into relevant developments in China's academic system and strengthen its capability to identify opportunities for cooperation with China. It will invest in building ties and intensifying relationships with Chinese universities and regularly visit (potential) partners in China. These tasks will be facilitated by the strengthening of the university's representation in China.



### 3.1 Research Cooperation

Strengthening research cooperation with China is a main driver for the Program. Leiden University aims to bring knowledge and academic top talents from Leiden and China together in joint research projects that are content-driven, based on existing excellent research, and focused on the preferred areas for cooperation (p. 5). Both sides should be able to benefit from mutual access to knowledge and research results relevant to the project.

The Program seeks to:

- strengthen existing research cooperation with China
- develop new joint research projects with China
- expand cooperation with China within international research consortia
- attract more academic top talent from China to do research in Leiden and send more Leiden top talent to Chinese partner universities

#### *Connecting researchers*

Key to achieving these goals is successfully connecting researchers, research ideas and resources from Leiden and China. The University will create more opportunities for researchers to meet and get to know each other. Faculty members will be encouraged to expand their network in China and to deepen their knowledge of China's academic system as well as relevant developments in scientific research in China. A good network in China will facilitate the identification of opportunities for joint projects and the selection of Chinese academic talents for PhD or post-doc research in the Netherlands.

Connections will be expanded by actively supporting and facilitating:

- two-way exchange of researchers
- joint organization of conferences and workshops
- invitation of Chinese researchers to conferences or workshops at Leiden University
- invitation of academic top talent from China to research oriented Summer Schools in Leiden
- visits to Chinese academic institutions
- involvement of Leiden alumni networks in China

### 3.2 Cooperation on education

The Program aims to contribute to internationalization and to enrich education at Leiden University and Chinese partner universities. Leiden, therefore, seeks to cooperate with Chinese academic institutions that share an interest in continuously improving education and developing new ways to transfer or generate knowledge. Intensified cooperation on education will stimulate innovation and bring a different perspective and new content to classrooms. It will expose faculty and students to different approaches to teaching and research, and will strengthen cross-cultural understanding. Moreover, it will contribute to Leiden faculty and students' understanding of developments in China and, vice versa, to Chinese faculty and students' understanding of developments in the Netherlands and Europe.

These goals will be realized by promoting:

- the expansion of two-way exchanges of faculty, in the frameworks of double professorships, long term or short term guest teaching programs, and Summer Schools
- the development of joint education / double degree programs
- cooperation on curriculum building and innovation in education, including online education
- the expansion of two-way students exchanges, with an emphasis on sending more Leiden students to China for language programs, minors, or full programs

### *Double degree programs*

Leiden University will invest in the development of sustainable double degree or joint education programs with selected universities in China. The format of the programs may vary, depending on specific curriculum and credit requirements of the Dutch and Chinese institutes involved. The joint programs will encourage both sides to share knowledge on curriculum development, stimulate staff and student exchanges, and facilitate the development of research collaboration. Furthermore these programs will help raise both sides' visibility in China and The Netherlands.

### *Online education*

Both Leiden University and Chinese top universities are successfully developing and disseminating MOOCS. The online education market in China is big and growing and MOOCS are popular, in particular among Chinese start-ups in high-tech areas. There is potential as well as an interest in deepening cooperation in this area. In order to have impact on China and Chinese society (selected) Leiden MOOCS should be made available in a Chinese language version.

### *Integrating Chinese faculty and students*

Expanding exchanges with China should go hand in hand with better facilitating the integration of Chinese faculty and students into the Leiden University community. This will be achieved by ensuring sufficient facilities for Chinese staff and PhD students and providing Dutch and English language training and 'Integration in Leiden' workshops. The University will actively engage Chinese students and staff in activities for the international community at Leiden University.

## **3.3 Innovation and impact**

In developing cooperation on research and education with China, the Program focuses on projects that promote innovation, have an impact on science, and benefit society. Joint research projects with China should contribute to solving problems in society or to economic and sustainable development in the Netherlands and China. Leiden aims to realize these goals by promoting entrepreneurship among Dutch and Chinese students and researchers and involving external partners, such as companies, and cultural and societal institutions. Furthermore researchers and students are encouraged to participate in policy debates and public events.

### *Multi-Sector Networks*

Projects with China should benefit from the University's participation in many multi-sector networks. Leiden University works together with the business community, the Leiden University Medical Centre (LUMC) and the Municipality of Leiden at Leiden Bio Science Park, which comprises more than 170 specialist businesses and institutions. The University is part of Medical Delta, a consortium of regional knowledge institutions, businesses and government in the field of life sciences and medical technology, and of LeidenGlobal, a network of cultural and academic institutions in Leiden, including museums such as the National Natural History Museum Naturalis. In the area of modern East Asia, the Leiden Asia Center can support researchers to develop joint projects that generate academic knowledge that can find societal applications in The Netherlands.

### *Creating business*

Researchers involved in developing collaboration with China will be encouraged to make use of the services Leiden University's expertise center Luris. Luris can help researchers achieve societal impact for their knowledge, research results, and inventions by initiating strategic alliances with industrial and other relevant partners in society, creating new business through spin-offs and start-ups and by exploiting national and international funding opportunities.

## **3.4 Outreach**

The Program for Cooperation with China will invest strongly in outreach towards China and Chinese academic institutions, integration of Chinese students and staff in the Leiden University Community, stimulating synergy in cooperation with China within the University, and strengthening the University's relations with Chinese alumni.

### *Increasing visibility*

There is a strong national and international competition for Chinese talents and collaboration projects with Chinese universities. In order to stand out Leiden University needs to raise its profile in China. The University will enhance its visibility by developing a communication strategy for China, which focuses on using the Chinese social media, the preferred means of communication of Chinese youth. It will expand and improve the Chinese website at Leiden University, and strengthen the visibility of joint projects and programs with Chinese partner universities by visualizing them on a virtual map. Furthermore the flagship project and the intensive partnerships will add to Leiden University's visibility in China.

### *Representation in China*

Many tasks necessary for successfully strengthening Leiden University's cooperation with China can be most effectively carried out by someone on the ground in China. The Program, therefore, seeks to strengthen Leiden University's representation in China by appointing representatives within selected partner universities. Having in-depth knowledge of China's academic system, extensive academic network, and speaking Chinese, the representative(s) will help identify opportunities for collaboration, develop and implement joint projects, maintain relations and strengthen Leiden University's visibility in China.

### *Coherence and synergy*

The coherence and synergy of China-related projects and activities of Leiden University faculties and institutes will be strengthened by stimulating and facilitating the sharing of information and experiences with regard to cooperation with China. The University will step up its outreach to Leiden staff members working with China, develop an internal digital China platform, and organize a yearly seminar on cooperation with China.

### *Alumni relations*

Leiden University will continue to strengthen relations with Leiden alumni in China. Chinese alumni are important in creating Leiden University's reputation in China, are a source of information, and may become important contacts in developing cooperation. With the help of Nuffic and the Dutch diplomatic network in China, the University will improve its alumni database and will invest in maintaining and expanding Leiden university alumni chapters. As developing alumni ties starts when students are still in Leiden, the Program aims to strengthen its outreach to Chinese students in Leiden and to encourage them to integrate in the international community at Leiden through events and activities.

### *Cooperation with Dutch universities*

Leiden University believes that cooperation with China can be strengthened by working together with other Dutch universities. In addition to exploring opportunities for joint projects with China in the framework of the Leiden-Delft-Erasmus partnership it will set up a broader network of China coordinators of Dutch universities. This network is aimed at sharing and exchanging information and experiences, and to join forces in exploring and shaping cooperation with China, to the benefit of all.



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