

# Confucius Institute in Auckland

## Strategic Plan 2017 - 2020



# Introduction

The Confucius Institute in Auckland (CI) was established in 2007 at the University of Auckland in partnership with the Office of Chinese Language Council International (Hanban) and Fudan University in Shanghai, China. The University of Otago joined the board in 2011, formally launching an office in 2013. Guided by the CI Advisory Board, comprising members from both New Zealand and China, the Institute is dedicated to facilitating understanding between the two countries through its various programmes. The CI is led by a Director, a University of Auckland staff member, and has three full time staff members, along with a Deputy Director on secondment from Fudan University.

The Institute's key activities focus on supporting the teaching of Chinese language and culture in schools. The Mandarin Language Assistant (MLA) programme was established as a special initiative of the NZ-China Free Trade Agreement, commencing in 2010. The programme has grown rapidly and there are now 48 MLAs in 137 primary, secondary schools and tertiary institutions. Alongside the management of the MLA programme, the CI offers professional development to support the MLAs in their schools, operates 12 Confucius classrooms, and organises annual trips of school principals to China.

Short courses are also offered on Chinese language and culture for groups on request and delivered through the Centre for Continuing Education at the University of Auckland and through the Division of External Engagement at the University of Otago. The CI supported the establishment of the first MA degree in Master of Professional Studies in Teaching Chinese in Schools that commenced at the University of Auckland in 2016. The CI is also the examination centre to Auckland-Waikato and Otago regions for the Chinese Proficiency Test (HSK for adults); Youth Chinese Test (YCT for children under 15); Business Chinese Test (BCT for business people) and will shortly become an examination centre for Chinese teacher's qualification.

The Confucius Institute supports annual events in the wider Auckland community such as the Lantern Festival which celebrates the Chinese New

Year, other Chinese traditional festivals as well as involvement in events such as the Auckland Culture Festival. In Dunedin the Confucius Institute works closely with Enterprise Dunedin and the Dunedin Shanghai Association to support annual events such as the Chinese New Year and other festivals.

The Institute's achievements in the ten years of its operations have been recognised by Hanban with five Institute of the Year Awards, one Outstanding Contribution Award, one Pioneer Award, and one Individual Performance Excellence Award. At the end of 2015, the CI was awarded Model Confucius Institute status by Hanban. The Institute will relocate to Pembridge House (opposite the University of Auckland Clock Tower on Princes Street) in 2018, which will provide more space for its activities. This move provides significant opportunities for the development of both existing and new programmes. In addition, the establishment of the government-funded North Asia Centre for Asia Pacific Excellence (CAPE), hosted by the University of Auckland and in collaboration with the University of Otago and two other universities, creates possibilities for a partnership with the CI to improve Chinese language and cultural pathways from schools to universities.

The purpose of this Strategic Plan is to provide a framework that establishes priorities and programmes for the CI over the next four years. The Plan will be reviewed annually by the Board at its first meeting each year.

# Mission

**To enhance knowledge of Chinese language and culture and extend New Zealanders' engagement with China through various programmes and collaborations with partners in New Zealand and elsewhere.**

# Goal 1

To contribute towards the development and delivery of sustainable teaching programmes in Chinese language and culture.

## Objective 1

Work with NZ schools to develop sustainable, quality Chinese programmes.

### Key actions:

- Assist schools to develop language and cultural pathways within their school communities.
- Provide resources, guidance and support for the development of school programmes.
- Develop an implementation plan and work with stakeholders to address the recommendations from the 2017 review of the MLA programme.
- Review the provision of professional development for MLAs with partners such as ILEP and Hanban and identify most effective pathways for delivery.
- Explore ways to ensure continued New Zealand-based support and resources are available to support these programmes.

### Measures:

- Support post-MLA schools to continue to develop their Chinese programmes.
- Progressive uptake of the implementation plan from the MLA Review.
- Meet timelines for delivering agreed actions as specified in the implementation plan.

# Goal 1

To contribute towards the development and delivery of sustainable teaching programmes in Chinese language and culture.

## Objective 2

Work with Confucius Classrooms (CCs) to showcase hubs in schools within their regions and networks.

### Key actions:

- Standardise the requirements for the establishment and management of CCs and enhance provisions for quality assurance.
- To identify the distinctiveness of each CC and provide guidance for their on-going management.
- To encourage greater integration of CCs in CI activities.
- To support cooperation between CCs as appropriate.

### Measures:

- Ensure all CCs meet the criteria required to establish and continue as a CC according to Hanban's policies and the NZ situation.
- Regular visits to CCs to follow up their strategic plans.
- Increase number of students from CCs in CI's activities.

## Objective 3

Work with the North Asia CAPE and other key stakeholders to collaboratively advocate for and build Chinese teacher capacity and capability in the NZ education

### Key actions:

- Collaboration with the North Asia CAPE and other Key stakeholders to increase the number of NZ-qualified teachers of Chinese.
- Encourage and support pre-job training (e.g. MA in Teaching programme, UoA) for local Chinese speakers, including current teachers in NZ and China to become NZ-qualified teachers of Chinese.
- Support selected MLAs to return to NZ and become NZ-qualified teachers of Chinese.

### Measures:

- Increase number of outstanding MLAs returning to NZ to become NZ-qualified teachers of Chinese.
- Facilitate growth in the number of local teachers of Chinese to meet local demand.
- Meet targets as specified in the CI implementation plan.

## Goal 2

To foster collaborations and partnerships to fulfil the mission of the Confucius Institute in Auckland and in Otago.

### Objective 4

Maintain and develop strong collaborations with partners.

#### Key actions:

- Continue engagement with the Ministries of Education in China and NZ, Hanban, Asia NZ Foundation, PRC Embassy and Consulate Offices, NZ Language Teachers Association, ILEP and TPLT through particular programmes (e.g. MLA, ALLIS, speech competitions).
- Identify opportunities for engagement with other stakeholders where relevant for activities and programmes and business sponsorship.

#### Measures:

- Develop measures to evaluate successful collaborations and sponsorships by the end of 2017.

## Goal 2

To foster collaborations and partnerships to fulfil the mission of the Confucius Institute in Auckland and in Otago.

### Objective 5

Strengthen collaborations with Fudan University in respect of teaching and research opportunities. .

#### Key actions:

- Organise joint fora/seminars with Fudan, universities of Auckland and Otago on China-related topics, and in the medium term seek the wider participation of universities in NZ, Australia and the Pacific.

#### Measures:

- Participation in and impact of fora/seminars.
- Growth of collaborative research and joint activities.

### Objective 6

Work alongside community organisations and partners (such as sister-cities) to strengthen outreach activities.

#### Key actions:

- Identify and incorporate projects consistent with the mission and the work programme of CI, subject to sufficient resources (staff and funding).
- Support relevant China-related events and programmes in the wider Auckland and Dunedin communities with partners, where appropriate and of direct value to the CI's mission.

#### Measures:

- Develop measures to evaluate successful community engagement by early 2018.

# Goal 3

To be recognised as a leading source of expertise in Chinese language, culture and engagement for New Zealanders.

## Objective 7

Encourage knowledge of Chinese language and culture beyond schools.

### Key actions:

- Identify appropriate opportunities where the CI can add value through both advocacy and knowledge dissemination.
- Identify opportunities for the delivery of short courses and other quality programmes.

### Measures:

- Establishment of a Head Teacher’s position for the development of adult courses .
- Delivery of new short courses for target clients.

## Objective 8

Engage effectively with the North Asia CAPE and collaborate in relevant activities.

### Key actions:

- Jointly agree on a programme of actions mutually to advance the work of CAPE and CI.
- Ensure that CI courses fill identified capacity gaps and do not duplicate offerings elsewhere.
- Work with the North Asia CAPE to assist NZ businesses to become more knowledgeable in their engagement with China and other Chinese people.

### Measures:

- Measures to be developed in consultation with the CAPE directorate.

# Goal 4

To manage the CI efficiently and effectively.

## Objective 9

Maintain high quality processes and practices to support the operations of the CI.

### Key actions:

- Ensure all activities contribute to the strategic plan of the CI and outcomes are consistent with its mission.
- Prioritise annual activities and to allocate the annual budget and available resources accordingly.
- Manage external expectations of the CI to match staffing and financial capacities.

### Measures:

- Provide the Board with regular updates on the budget and programmes.
- Achieving sufficient funding for planned annual activities.
- Comply with the reporting requirements of funding providers.

## Objective 10

Progressively reduce dependency on current CI funding.

### Key actions:

- Seek new revenue sources to support CI activities and programmes.
- Review arrangements for support of activities using a cost-recovery model where appropriate.

### Measures:

- Report to the Board annually on generation of new revenue.
- Numbers of school programmes supported by CI that move to self-supporting status.
- Seek external support beyond current funding providers.

Confucius Institute in Auckland

New Zealand

<http://ci.ac.nz>



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