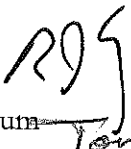



MEMORANDUM

Date: December 12, 2008

To: Ad hoc Committee on China
Dali Yang, Chair
Chin-Tu Chen
Judith Farquhar
Donald Harper
James Hevia
Dwight Hopkins
Christopher Hsee
Ka Yee Lee
Scott Meadow
Robert Morrissey
Daniel Shannon
Wu Hung

From: Robert J. Zimmer 
Thomas F. Rosenbaum 

Re: China Report and Next Steps

We are grateful for the thoughtful report submitted by the Ad hoc Committee on China. There are a number of Committee recommendations that stand out, beginning with the recommendation to establish an academic center in China that facilitates scholarship, teaching, and recruitment of faculty and students. The vision for this center, as both independent – in terms of not having one primary partnership with a Chinese University – and as a true University center that represents and is responsive to the diverse needs of our schools and divisions, would distinguish this center from others established by other leading U.S. research universities.

We want to move quickly to understand the feasibility of the Committee's recommendations and to develop an implementation plan for meeting the general objectives set forth in your report. As you know, the leadership of the Booth School has also been interested in supporting the development of a University center in China, with initial thinking from the Booth faculty and deans very much congruent with your Committee's recommendations.

To move this implementation planning forward, we plan to establish two groups. The first is a working group on implementation that will be charged with working through all of the issues on establishing a facility in China. These issues will include site possibilities, real estate strategy,

finances and fundraising, further work on building program and layout, legal and political challenges, staffing models, and related work needed to open a center as envisaged by your committee. We hope that many of you will remain engaged in this process by participating in the work of this group. Dali Yang has agreed to continue to serve in this capacity, and we will be reaching out to you to assess your interest and availability to continue in this way. We recognize that you have many calls on your time and would therefore organize the work of this group in a way that uses faculty time effectively and on issues primarily related to academic program and activities. Much of the work that must be done at this stage, as you know, will entail administrative, regulatory, and financial planning. We have asked David Greene, Vice President for Strategic Initiatives, to chair this group for that reason. He will be overseeing the work of a number of administrators who will be developing financial models, real estate options, fundraising plans, and the like. It will be critical to have faculty direction on any aspect of this planning that intersects with academic programming, and we hope that you will continue to play a leadership role on this issue.

The second group we plan to establish is an oversight committee designed to ensure that the detailed planning for the center meets the broad needs of the schools and divisions. The oversight committee will include Deans Roth, Hansen, Fefferman, Boyer, Madara, Snyder, and Shannon. This group will review planning progress in an ongoing way.

Our intent is to establish these groups immediately with the expectation that the implementation working group will have a plan developed fully by the end of the winter quarter.

Your report stressed the need to enhance staff support and governance for the University's international activities. We agree with this assessment and will be moving forward with changes in these areas after the first of the year.

We welcome your thoughts about these steps and thank you again for your exceptional work on this committee.

cc: Edward Snyder
Martha Roth
John Mark Hansen
Robert Fefferman
John W. Boyer
James Madara
David Greene
Eileen McCarthy
Tom Tseng
Caroline Karr
Jim Veeneman
Jim Hennessy
Russell Herron