

## APPENDIX III: HIRING POLICIES BY INSTITUTION AND ROLE

**Table 10 Policies for Hiring American Directors of Confucius Institutes**

American Directors
New Jersey
<p><b>University:</b> New Jersey City University  <b>Hiring Procedure:</b> Appointed by the board of advisors.  <b>Reports to:</b> Board of advisors  <b>Role:</b> n/a  <b>Paid by:</b> Hanban and New Jersey City University  <b>Criteria:</b> “The Director should be the professor from New Jersey City University with administrative abilities, and has been devoted to the Sino-America cultural exchange and the establishment of the Confucius Institute.”<sup>471</sup></p>
New York
<p><b>University:</b> Binghamton University  <b>Hiring Procedure:</b> Agreed upon by National Academy of Chinese Theatre Arts and Binghamton University, formally appointed by the board of directors.  <b>Reports to:</b> Board of directors  <b>Role:</b> n/a  <b>Paid by:</b> n/a  <b>Criteria:</b> n/a</p>

<p><b>University:</b> Pace University  <b>Hiring Procedure:</b> Selected by Pace University and appointed by the board of advisors.  <b>Reports to:</b> Board of advisors  <b>Role:</b> “Subject to Board review and approval, take full responsibility of operation and management, financial management, interview, assessment and hiring of staff members.” “Carry out policies and decisions made by the board.”<sup>473</sup>  <b>Paid by:</b> Pace University and the Hanban  <b>Criteria:</b> n/a</p>
<p><b>University:</b> State College of Optometry (SUNY)  <b>Hiring Procedure:</b> Appointed by the board of directors.  <b>Reports to:</b> Board of directors  <b>Role:</b> Carries out the policies and decisions of the Board of Advisors.  <b>Paid by:</b> n/a  <b>Criteria:</b> The Confucius Institute “Dean should be the professor from SUNY College of Optometry with administrative abilities, and has been is devoted to the Sino-America cultural exchange and the establishment of the Confucius Institute.”<sup>474</sup></p>
<p><b>University:</b> Stony Brook University  <b>Hiring Procedure:</b> Board of directors forms search committee chaired by the dean of International Academic Programs and Services, which nominates a candidate for the board of advisors to approve.<sup>475</sup>  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> Not paid (service position)  <b>Criteria:</b> “The Dean should be a professor from Stony Brook University with administrative abilities, who is devoted to the Sino-America cultural exchange and the establishment of the Confucius Institute.”<sup>476</sup></p>
<p><b>University:</b> SUNY Global Center  <b>Hiring Procedure:</b> Selected by SUNY and appointed by the advisory board.  <b>Reports to:</b> Advisory board  <b>Role:</b> Carries out all decisions of the advisory council; recruits and trains staff; handles external communication; expands “local training market”; communicates with SUNY, The Office of Global Affairs at SUNY, and the Deputy Director. Works with the Chinese Director on “formulating regulations on daily administration of the Institute.”<sup>477</sup>  <b>Paid by:</b> SUNY  <b>Criteria:</b> “The Director ... should be an individual who has made outstanding contributions to Sino-US cultural exchange and is skilled in operations and administration of academic institutions.”<sup>478</sup></p>

<p><b>University:</b> University at Albany  <b>Hiring Procedure:</b> Appointed by the board of directors.  <b>Reports to:</b> Board of directors  <b>Role:</b> With the Associate Director, develops “annual budget proposals and year-end financial accounts.”<sup>479</sup>  <b>Paid by:</b> University at Albany  <b>Criteria:</b> “The Executive Director should be a professor from UA with administrative abilities, who has been or is devoted to Sino-America cultural exchange and the establishment of the Confucius Institute.”</p>
<p><b>University:</b> University at Buffalo  <b>Hiring Procedure:</b> Selected by the Dean of the College of Arts and Sciences in consultation with the Vice Provost for International Education, subject to the formal approval of the Confucius Institute Board of Directors.  <b>Reports to:</b> Board of Directors and the Dean of the College of Arts and Sciences  <b>Role:</b> Publicly represents the Confucius Institute; coordinates communication between the University at Buffalo, the Board of Directors, the Headquarters, and Capital Normal University; with the help of the UB and CNU Associate Directors, develops “the annual work plan, budget, and annual reports.”<sup>480</sup>  <b>Paid by:</b> University at Buffalo  <b>Criteria:</b> “The Director of the UB Confucius Institute should be a tenured professor.”<sup>481</sup></p>

471 *Implementation Agreement*, New Jersey City University, Article 3.

472 Peterson, interview with Richard Edwards.

473 *Draft Agreement*, Pace University, Part I.

474 *Implementation Agreement*, State College of Optometry, Article 2. Reaffirmed in March 6, 2014 letter from David A. Heath, president, to Xu Lin, Confucius Institute Headquarters Director.

475 Peterson, interview with E.K. Tan and Shijiao Fang.

476 *Agreement for the Implementation of the Hanban Confucius Institute at SUNY Stony Brook*, Stony Brook University, Article 2. Reaffirmed in March 18, 2016 letter from Samuel L. Stanley, president, to Xu Lin, Confucius Institute Headquarters director.

477 *Renewal of Supplementary Agreement*, SUNY Global Center, Article 9.

478 *Ibid.*, Article 4.

479 *Agreement*, University at Albany, Article 5.

480 *Renewal Agreement*, University at Buffalo, Article 5. *Renewal Cooperation Agreement*, University at Buffalo, Article 2.

481 *Renewal Cooperation Agreement*, University at Buffalo, Article 2.

Table 11 Policies for Hiring Chinese Directors of Confucius Institutes

Chinese Directors
<b>New Jersey</b>
<p><b>University:</b> New Jersey City University  <b>Hiring Procedure:</b> Appointed by the board/ “assigned by Jilin Huaqiao University of Foreign Languages.”<sup>482</sup>  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> n/a  <b>Criteria:</b> “Should be qualified in English, Chinese Culture, management and coordination abilities.”<sup>483</sup></p>
<b>New York</b>
<p><b>University:</b> Binghamton University  <b>Hiring Procedure:</b> Appointed jointly Binghamton University and National Academy of Chinese Theatre Arts.  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> n/a  <b>Criteria:</b> n/a</p>
<p><b>University:</b> Pace University  <b>Hiring Procedure:</b> Appointed by Nanjing Normal University and formally appointed by the board.  <b>Reports to:</b> n/a  <b>Role:</b> Assists the Executive Director in “enrolling students, administrative work, equipment maintenance, logistic support, etc.”<sup>484</sup>  <b>Paid by:</b> n/a  <b>Criteria:</b> Must be from Nanjing Normal University.</p>
<p><b>University:</b> State College of Optometry (SUNY)  <b>Hiring Procedure:</b> “Assigned by Wenzhou Medical College” and formally appointed by the board.<sup>485</sup>  <b>Reports to:</b> President of Wenzhou Medical College.<sup>486</sup>  <b>Role:</b> n/a  <b>Paid by:</b> Housing: State College of Optometry  <b>Criteria:</b> “Should be qualified in English, Chinese Culture, management and coordination abilities.”<sup>487</sup></p>

**University:** Stony Brook University

**Hiring Procedure:** Zhongnan University of Economics and Law invites its professors to apply, recommends a candidate for the board of advisors to appoint.

**Reports to:** n/a

**Role:** n/a

**Paid by:** n/a

**Criteria:** “The Deputy Dean should be a professor from Zhongnan who is qualified in English, Chinese Culture, and has management and program coordination abilities.”<sup>488</sup>

**University:** SUNY (Global Center)

**Hiring Procedure:** Selected and appointed by Nanjing University of Finance and Economics.

**Reports to:** n/a

**Role:** Helps American Director with “formulating regulations on daily administration of the Institute”; “focuses on internal teaching and researching affairs”; is responsible for communication with Confucius Institute Headquarters, Nanjing University of Finance and Economics, China’s consulate in New York, and overseas Chinese communities; assists the Director with recruiting and training staff; is “responsible for applying to Headquarters for financing such events as cultural exchanges, marketing and advertising promotion of the Institute.”<sup>490</sup>

**Paid by:** n/a

**Criteria:** “Should be professors or associate professors who are competent in coordinating in managing staff and communicating in English, and have rich experience in Chinese culture studies.”<sup>491</sup>

**University:** University at Albany

**Hiring Procedure:** Nominated by Southwestern University of Finance and Economics and appointed by the board of directors.

**Reports to:** n/a

**Role:** Works to “coordinate the activities of the Institute”; serves as” main liaison between the Confucius Institute, SWUFE, and the Hanban.”<sup>492</sup>

**Paid by:** n/a

**Criteria:** “Is proficient in English, understands Chinese Culture, and has management and coordination abilities.”<sup>493</sup>

**University:** University at Buffalo

**Hiring Procedure:** Nominated by Capital Normal University, approved by Confucius Institute Headquarters, then approved by the Confucius Institute board.

**Reports to:** Director of the Confucius Institute; Capital Normal University

**Role:** Works with the UB Associate Director in the administration of the Institute; prepares Chinese language versions of plans, reports, and budgets; “as time allows and need arises, may provide instruction in Institute programs.”<sup>494</sup> With the UB Associate Director, “oversees the use of funds allocated by the Headquarters to make sure the funds are used in conformity with regulations of the Headquarters and of the Research Foundation of SUNY.”<sup>495</sup>

**Paid by:** Hanban (salary, airfare, health insurance, living stipend) / Capital Normal University (salary, health insurance)

**Criteria:** n/a

482 *Implementation Agreement*, New Jersey City University, Article 3.

483 *Ibid.*

484 *Agreement*, Pace University, Part I.

485 *Implementation Agreement*, State College of Optometry, Article 2.

486 *Confucius Institute at the SUNY College of Optometry in New York City*, “Operation and Management,” draft, no date.

487 *Implementation Agreement*, State College of Optometry, Article 2.

488 *Implementation Agreement*, Stony Brook University, Article 2.

489 *Feasibility Study*, University at Albany.

490 *Implementation Agreement*, University at Albany, Article 3.

491 *Renewal Agreement*, University at Buffalo, Article 5.

492 *Renewal Cooperation Agreement*, University at Buffalo, Agreement 2.

493 *Agreement*, New Jersey City University, Article 6.

494 *Agreement*, Rutgers University, Article 5.

495 *Agreement*, Binghamton University, Article 6.

**Table 12 Policies for Hiring Chinese Teachers**

Chinese Teachers
New Jersey
<p><b>University:</b> New Jersey City University  <b>Hiring Procedure:</b> Sent from Jilin Huaqiao University of Foreign Languages.<sup>496</sup>  <b>Reports to:</b> n/a  <b>Role:</b> Teach non-credit-bearing classes on Chinese language and culture.  <b>Paid by:</b> Hanban (salary, airfare, housing).  <b>Criteria:</b> n/a</p>
<p><b>University:</b> Rutgers University  <b>Hiring Procedure:</b> Most are sent from the Hanban, subject to Rutgers’ approval; one is a full-time Rutgers University employee.  <b>Reports to:</b> n/a  <b>Role:</b> Teach non-credit-bearing classes on Chinese language and culture.  <b>Paid by:</b> Hanban (salary, health insurance, living expenses, airfare).<sup>497</sup>  <b>Criteria:</b> n/a</p>
New York
<p><b>University:</b> Alfred University  <b>Hiring Procedure:</b> n/a  <b>Reports to:</b> n/a  <b>Role:</b> University teachers teach credit-bearing classes on Chinese language and culture; K-12 teachers teach in local public schools.  <b>Paid by:</b> n/a  <b>Criteria:</b> n/a</p>
<p><b>University:</b> Binghamton University  <b>Hiring Procedure:</b> Sent from the Hanban.<sup>498</sup>  <b>Reports to:</b> n/a  <b>Role:</b> Teach credit-bearing classes on Chinese opera and arts; teach non-credit-bearing classes on Chinese language and culture; lead and organize artistic performances.  <b>Paid by:</b> Hanban.  <b>Criteria:</b> n/a</p>
<p><b>University:</b> Columbia University  <b>Hiring Procedure:</b> None – no teachers.  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> n/a  <b>Criteria:</b> n/a</p>

<p><b>University:</b> Pace University  <b>Hiring Procedure:</b> Selected and sent by Nanjing Normal University, “subject to the approval of Pace University.” Executive Director interviews candidates recommended by NNU and selects those to hire, with the approval of the board.<sup>499</sup>  <b>Reports to:</b> Chinese Director  <b>Role:</b> Teach non-credit-bearing classes on Chinese language and culture; lead language labs for students in regular credit-bearing Chinese classes.  <b>Paid by:</b> n/a  <b>Criteria:</b> n/a</p>
<p><b>University:</b> State College of Optometry (SUNY)  <b>Hiring Procedure:</b> Sent by the Hanban.<sup>500</sup>  <b>Reports to:</b> Deputy (Chinese) Dean  <b>Role:</b> Teach classes on Chinese language and culture.  <b>Paid by:</b> Hanban (salary, airfare).<sup>501</sup>  <b>Criteria:</b> n/a</p>
<p><b>University:</b> Stony Brook University  <b>Hiring Procedure:</b> Nominated by Zhongnan University of Economics and Law via the Hanban, then interviewed and hired by CI executive director.<sup>502</sup>  <b>Reports to:</b> n/a  <b>Role:</b> Teach non-credit-bearing classes on Chinese language and culture.  <b>Paid by:</b> Hanban (salary, airfare, housing and living expenses); Stony Brook provides transportation between Stony Brook University and the New York airport.<sup>503</sup>  <b>Criteria:</b> n/a</p>
<p><b>University:</b> SUNY (Global Center)  <b>Hiring Procedure:</b> Sent from the Hanban/recruited and selected by the Director.<sup>504</sup>  <b>Reports to:</b> n/a  <b>Role:</b> Teach non-credit-bearing classes on Chinese language and culture.  <b>Paid by:</b> Hanban (salary, airfare).<sup>505</sup>  <b>Criteria:</b> n/a</p>
<p><b>University:</b> University at Albany  <b>Hiring Procedure:</b> Sent from Southwestern University of Finance and Economics.<sup>506</sup>  <b>Reports to:</b> n/a  <b>Role:</b> Teach non-credit-bearing classes on Chinese language and culture.  <b>Paid by:</b> Hanban (salary, airfare).<sup>507</sup>  <b>Criteria:</b> n/a</p>



**University:** University at Buffalo

**Hiring Procedure:** Teachers at UB: Requested by UB, then nominated by Capital Normal University, approved by Hanban, then interviewed by and subject to the approval of the UB Confucius Institute and host departments.<sup>508</sup>

**Reports to:** Chairs of their academic departments.<sup>509</sup>

**Role:** Teach classes on Chinese language and culture.

**Paid by:** Hanban (salary, airfare, health insurance, living stipend); Capital Normal University (salary, health insurance).<sup>510</sup>

**Criteria:** “The teaching faculty should meet the teaching qualifications specified by the University at Buffalo and are subject to approval by UB according to standard UB policies and procedures for the approval of visiting faculty.”<sup>511</sup>

**University:** University at Buffalo

**Hiring Procedure:** Teachers at K-12 schools: nominated by Capital Normal University, approved by the Hanban, then selected by UB CI staff, subject to final approval of host school principal.<sup>512</sup>

**Reports to:** UB Associate Director and CNU Associate Director.<sup>513</sup>

**Role:** Teach public school K-12 students Chinese language.

**Paid by:** Hanban (salary, airfare, health insurance, living stipend); Capital Normal University (salary, health insurance).<sup>514</sup>

**Criteria:** n/a

496 *Agreement*, New Jersey City University, Article 6.

497 *Agreement*, Rutgers University, Article 5.

498 *Agreement*, Binghamton University, Article 6.

499 *Draft Agreement*, Pace University, Parts 1-2. Confirmed by Peterson, interview with Joseph Tse-Hei Lee.

500 *Agreement*, State College of Optometry, Article 6. Reaffirmed in letter from David A. Heath, President, to Xu Lin, Director, Confucius Institute Headquarters, March 6, 2014.

501 *Ibid.*

502 *Implementation Agreement*, Stony Brook University, Article 3. *Agreement*, Stony Brook University, Article 6. Rachele Peterson, interview with E.K. Tan and Shijiang Fao.

503 *Implementation Agreement*, Stony Brook University, Article 3.

504 *Renewal Agreement*, SUNY Global Center, Article 6. *Supplementary Agreement*, SUNY Global Center, Article 4.

505 *Renewal Agreement*, SUNY Global Center, Article 6.

506 *Implementation Agreement*, University at Albany, Article 5.

507 *Agreement*, University at Albany, Article 6.

508 *Renewal Cooperation Agreement*, University at Buffalo, Articles 2-3.

509 *Renewal Agreement*, University at Buffalo, Article 5.

510 *Ibid.*, Article 6. *Renewal Agreement*, University at Buffalo, Article 3.

511 *Renewal Cooperation Agreement*, University at Buffalo, Article 2.

512 *Renewal Agreement*, University at Buffalo, Article 6. *Renewal Cooperation Agreement*, University at Buffalo, Article 3.

513 *Renewal Cooperation Agreement*, University at Buffalo, Article 2.

514 *Renewal Agreement*, University at Buffalo, Article 6. *Renewal Cooperation Agreement*, University at Buffalo, Article 3.

Table 13 Hiring Policies for All Other Confucius Institute Staff

New York
<p><b>University:</b> Binghamton University  <b>Position:</b> Administrative Assistants  <b>Hiring Procedure:</b> Provided by Binghamton University.<sup>515</sup>  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> Binghamton University  <b>Criteria:</b> n/a</p>
<p><b>University:</b> State College of Optometry  <b>Position:</b> Administrative Assistants  <b>Hiring Procedure:</b> Provided by State College of Optometry in a process “supervised” by the Dean.<sup>516</sup>  <b>Reports to:</b> Dean  <b>Role:</b> n/a  <b>Paid by:</b> State College of Optometry  <b>Criteria:</b> n/a</p>
<p><b>University:</b> Stony Brook University  <b>Position:</b> Administrative Assistants  <b>Hiring Procedure:</b> Provided by Stony Brook University.<sup>517</sup>  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> Stony Brook University  <b>Criteria:</b> n/a</p>
<p><b>University:</b> SUNY Global Center  <b>Position:</b> Administrative Assistants  <b>Hiring Procedure:</b> Provided by SUNY.<sup>518</sup>  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> SUNY  <b>Criteria:</b> n/a</p>
<p><b>University:</b> University at Albany  <b>Position:</b> Administrative Assistants  <b>Hiring Procedure:</b> Selected by the University at Albany.<sup>519</sup>  <b>Reports to:</b> n/a  <b>Role:</b> “routine administrative tasks”<sup>520</sup>  <b>Paid by:</b> University at Albany  <b>Criteria:</b> n/a</p>

<p><b>University:</b> University at Albany  <b>Position:</b> American Associate Director  <b>Hiring Procedure:</b> Selected by the University at Albany.<sup>521</sup>  <b>Reports to:</b> n/a  <b>Role:</b> With the Director, develops “annual budget proposals and year-end financial accounts.”<sup>522</sup>  <b>Paid by:</b> University at Albany  <b>Criteria:</b> n/a</p>
<p><b>University:</b> University at Buffalo  <b>Position:</b> Librarian  <b>Hiring Procedure:</b> Nominated by Capital Normal University, approved by Hanban, selected by UB.<sup>523</sup>  <b>Reports to:</b> n/a  <b>Role:</b> n/a  <b>Paid by:</b> n/a  <b>Criteria:</b> n/a</p>
<p><b>University:</b> University at Buffalo  <b>Position:</b> American Associate Director  <b>Hiring Procedure:</b> Nominated by the director, approved by the Dean of the College of Arts and Sciences, appointed by the board.<sup>524</sup>  <b>Reports to:</b> Director  <b>Role:</b> With the Chinese Associate Director, supervises and organizes guest K-12 Chinese Teachers; ensures funds “are used in conformity with regulations of the Headquarters and of the Research Foundation of SUNY”; handles “day-to-day administrative duties.”<sup>525</sup>  <b>Paid by:</b> University at Buffalo  <b>Criteria:</b> An employee of SUNY Research Foundation.<sup>526</sup></p>

515 *Agreement*, Binghamton University, Article 6.

516 *Agreement*, State College of Optometry, Article 6.

517 *Agreement*, Stony Brook University, Article 6.

518 *Renewal Agreement*, SUNY Global Center, Article 6.

519 *Agreement*, University at Albany, Article 6.

520 *Feasibility Study*, University at Albany.

521 *Agreement*, University at Albany, Article 6.

522 *Ibid.*, Article 5.

523 *Renewal Cooperation Agreement*, University at Buffalo, Article 3.

524 *Ibid.*, Article 2.

525 *Ibid.*

526 *Ibid.*, Article 3.