

# FAQs

## Merger of Yale-NUS College and the University Scholars Programme to form New College

# Key points

## A considered decision

- MOE and NUS Board of Trustees were fully consulted, and are supportive.
- In line with NUS' educational directions of:
  - academic flexibility for a changing world;
  - interdisciplinary learning for complex problem solving; and
  - building strong intellectual foundations through a common curriculum

## The best way forward for Yale-NUS and USP

- The New College will offer a broad-based, interdisciplinary education that is inclusive, accessible, and affordable
- Combining the most successful elements of Yale-NUS and USP

## Continued support and care for Yale-NUS & USP

- All Yale-NUS and USP staff & students are supported through this transition
- Commitment to a full Yale-NUS academic experience for Yale-NUS students
- Yale-NUS Governing Board has oversight of Yale-NUS until June 2025

# For Yale-NUS students, from now till June 2025, NUS and Yale-NUS are committed to:

## Education Experience

- **Full range of Yale-NUS majors and minors** continue to be offered to all existing Yale-NUS students
- **Full four-year residential living and learning**, and small group learning experience

## Support and services

- **Pastoral care**, including on-campus counselling support
- **Career services** including support for summer research and internships
- Continued **study abroad support**, including access to Yale opportunities.

## In the future

- Graduates enjoy status as **NUS alumni and Yale University International Affiliate Alumni**

# Smooth transition for USP students

- Current USP students will become part of New College from Academic Year 2022/23
- No disruptions or changes for USP students
  - Some of the existing USP modules will be offered at the New College in AY 2022/23 to allow current USP students to satisfy appropriate graduation requirements
- Look forward to a larger, more diverse residential experience and student life

# New College

- Our commitment to ensure the **Yale-NUS academic experience** for all Yale-NUS students until June 2025
- USP students **transit** into the New College from Academic Year 2022/23
- Features of the New College
  - It offers an **inclusive, accessible and affordable** model of education fully integrated with the NUS ecosystem
  - Students read a new **broad-based interdisciplinary common curriculum**, earn degrees from a **home school or faculty**, and have **access to the full range** of majors, second majors and minors across NUS
  - **Small group teaching, residential life programme and immersive learning** where students from Computing, Business, Humanities, Social Sciences, Sciences, Design, Engineering and Law converge, grow and learn in an exciting, diverse and intellectual community
  - **Not a standalone liberal arts college**

# Q1

## What are the main reasons driving this announcement?

- To prepare our students to thrive in a complex and uncertain future
- Educational innovation to impart academic flexibility for a changing world, interdisciplinary learning for complex problem solving, and building strong intellectual foundations for lifelong learning through a common curriculum
- All undergraduate programmes at NUS are moving to align with this framework. The College of Humanities and Sciences, and the College of Design and Engineering have implemented the common curriculum, flexible pathways and interdisciplinarity.
- New College will bring Yale-NUS and USP onboard this framework while combining the best elements of both.
- Yale-NUS and USP have built a strong reputation and are recognised for their high quality programmes. New College builds on the successes of Yale-NUS and the USP from a new position of strength.



## Q2

### What other options were considered?

- In 2020, MOE provided around \$48m to Yale-NUS in operating grants. On a per student basis, this is more than double that of a Humanities or Science student in NUS. The premium funding from MOE for Yale-NUS will end in March 2022.
- Despite best efforts, Yale-NUS raised less than S\$80 million of endowed donations, about a quarter of the over S\$300 million target required to build an endowment of around S\$1 billion.
- Continuing status quo is a major challenge for Yale-NUS. The budget deficit is substantial, and will grow with time.
- Financial sustainability will negatively impact the overall quality of Yale-NUS programmes.
- Raising tuition fees and cutting back on financial aid will make the Yale-NUS education more unaffordable and less accessible; the student intake quality will also decline.
- Both Yale-NUS and USP are recognised for their high quality – Best time to pivot and position for the future from a position of strength.
- New College is the best way forward in the next stage of growth and progress for Yale-NUS and USP.

## Q3

### Was there proper consideration and who were involved in the decision making process?

- The decision was a considered one, made in the interests of NUS as a public university.
- NUS consulted with the Chair of the NUS Board of Trustees and MOE; all parties are aligned and fully supportive.
- Yale-NUS management is well aware of the period of premium funding as it is encapsulated as a term of agreement in the establishment of the Yale-NUS College
- Discussions on the proposed merger were initiated with Yale in early July 2021; and both the Chair of the Yale-NUS Governing Board and President of Yale-NUS were informed immediately after.
- Both Yale and NUS jointly agreed students who matriculated in AY 2021/22 will be final intake, and the responsible thing to do is to make the announcement ahead of opening of applications for AY 2022/23. This will also allow for maximum time to plan for the transition phase.
- In early August, NUS Board of Trustees endorsed dissolution of the Yale-NUS partnership, and the formation of New College.
- Yale-NUS Governing Board endorsed transition plans in late August 2021.
- Please see timeline for details.



# Timeline

<b>Late June 2021</b>	NUS consulted with Chairman of NUS Board of Trustees and MOE, and both parties were supportive of the proposal
<b>Early July 2021</b>	NUS formally initiated discussions with Yale on the merger.  The Chair of the Yale-NUS Governing board and President of Yale-NUS were informed immediately after.
<b>Mid July 2021</b>	Yale acknowledged NUS' plans, and noted that it was NUS' prerogative under the agreement.  Both agreed that Yale-NUS students who matriculated in AY 2021/22 will be the final cohort.  Joint decision by Yale and NUS for announcement to be made by early September, ahead of opening of applications for AY 2022/23
<b>Mid July to early August 2021</b>	Yale-NUS Executive Committee discussed transition plans
<b>Early August 2021</b>	NUS Board of Trustees briefed and endorsed the dissolution of partnership and formation of New College
<b>Late August 2021</b>	Yale-NUS Governing Board endorsed transition plans
<b>27 August 2021</b>	Announcement of formation of New College

## Q4

**Why wasn't the announcement for the New College done last December before the A-level students make a decision about universities?**

- NUS initiated discussions with Yale University on New College in July 2021



## Q5

How will NUS ensure that students from Yale-NUS and USP continue to have the full education experience?

### Education Experience

- **Full range of Yale-NUS majors and minors** continue to be offered to all existing Yale-NUS students
- **Full four-year residential living and learning**, and small group learning experience

### Support and services

- **Pastoral care**, including on-campus counselling support
- **Career services** including support for summer research and internships
- Continued **study abroad support**, including access to Yale opportunities.

## Q6

**Will small class sizes (in Yale-NUS) change? Will quality of faculty diminish? What strategies do you have in place to retain and motivate faculty and staff ?**

- Yale-NUS is committed to keep to its current class sizes
- Yale-NUS will ensure that its academic programmes are delivered by high quality faculty
- Yale-NUS would be supported by the 1,600 strong tenure track faculty of NUS, many of whom are amongst the world's top academics in their fields
- There are many outstanding NUS faculty who are competent, have experience and are passionate about engaging in small group and seminar-style teaching.



## Q7

**Will the 14 majors available in Yale-NUS be available in the New College?  
How about Yale-NUS deferred matriculants?**

- New College is not a standalone liberal arts college.
- New College does not offer major studies.
- New College offers a new interdisciplinary common curriculum where students from more than 50 majors can come together to engage in interdisciplinary, immersive learning.
- Deferred matriculants, who were earlier offered a place at Yale-NUS College, will automatically be offered admission to the New College and the College of Humanities and Sciences.
- For other degree programmes, Yale-NUS and NUS will facilitate their applications.



## Q8

**Will Yale-NUS resources and facilities be shared with New College/NUS? How would this impact the Yale-NUS community?**

- Yale-NUS students can be assured that they will continue to have the amenities, student services and student-to-staff ratios that they currently enjoy
- New College will share facilities with Yale-NUS from AY2022
- Details are being worked out by the New College Planning Committee.
- Students and faculty from Yale-NUS and USP will be represented on the New College Planning Committee and relevant working groups.



## Q9

**Will there be any impact to fees for both Yale-NUS and USP students?**

- There are no changes to the tuition fee structure for Yale-NUS or USP students.
- New College room and boarding fees are being worked out by the New College Planning Committee.



## Q10

**What will the level of integration between the Yale-NUS and USP groups look like over the next 4 years?**

- New College Planning Committee will look into residential and student life programmes.
- Students and faculty from Yale-NUS and USP will be represented on the New College Planning Committee and relevant working groups.





## Q11

**Will CIPE be terminated with the closure of Yale-NUS? What replacement would be provided for students and alumni?**

- CIPE functions will be overseen by Yale-NUS Dean of Student and these functions will continue to June 2025
- The career support services offered by the NUS Centre for Future-ready Graduates (CFG) are open to all NUS students and alumni
- Yale-NUS graduates can access CFG's service offerings, just like all NUS students and alumni



## Q12

**Have extra resources been allocated to ensure the welfare and psychological wellbeing of students?**

- NUS has been investing and beefing up resources in this area – such as active hiring of counsellors and psychologists – to look after the mental wellness of the NUS community.
- Yale-NUS or USP students may approach Dean of Students or residential fellows for assistance.



## Q13

### **Any support for Yale-NUS double degree students who graduate only in 2026?**

- Support is in place for Yale-NUS students who will graduate after 2025 because of double degree programme, or gap semester/year.
- Arrangements will be made to ensure they have residency on campus after 2025, as well as access to take the wider range of courses available in NUS.
- All will be able to graduate with the Yale-NUS degree awarded by NUS, similar to their predecessors.



## Q14

### **Any support for Yale-NUS students who wish to explore a transfer out of the college?**

- We hope current Yale-NUS students will choose to stay on and complete their studies. We are committed to providing them with the Yale-NUS academic experience until June 2025.
- The Admissions team at Yale-NUS will provide advice and support for students who wish to explore transfers to other degree programmes, within NUS or to other Autonomous Universities.



## Q15

### Does NUS not see a place for liberal arts education? Will the New College be a Liberal Arts College?

- The New College is not a liberal arts college in that it is not a standalone college which awards its own degrees and majors.
- Elements of a broad-based interdisciplinary education will be found in the New College. These include residential living and learning, small class sizes, and a broad-based interdisciplinary common curriculum, which is more interdisciplinary than what is usually found in core curriculums in other universities.
- NUS is innovating and adapting its educational model, shaping it for our operating context and in line with our educational mission and directions.
- There are two broad funding models for US liberal arts colleges – funded by endowment or tuition fees (or both). In ensuring tuition fees are accessible, Yale-NUS chose the endowment approach, in part due to the generous matching and seed funding by the Singapore government.
- Despite best efforts, Yale-NUS raised less than S\$80 million of endowed donations, about a quarter of the over S\$300 million target required to build an endowment of around S\$1 billion.



## Q16

**If the merger was to democratise liberal arts education, how does this tie in with the need for more students to pursue a STEM education instead?**

- New College students will come from over 50 different majors, from across 7 schools and faculties
- New College will admit 500 students in AY2022, with the possibility of ramping up intake in future years.
- From 2025, New College will have up to 1,600 accommodation spaces



## Q17

### How will a best-in-class curriculum be designed in less than a year?

- Yale-NUS' curriculum took 2 to 3 years to develop, as it had to develop everything from scratch, including all major and minor studies programmes, as well as the common curriculum. The common curriculum forms about one-third of Yale-NUS' educational requirements.
- New College will develop an interdisciplinary common curriculum for its students. This will be adapted and enhanced from USP and Yale-NUS' existing common curriculums. This is achievable in one year.

