

Planning New Institutions of Higher Education in China

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POSITIONING for a New Institution of Higher Education

Why a New Institution?
For Whom?

Vision, Mission, Objectives

When? Where? Who?

Illustration 1: HKUST

Positioning for the New University

Government decree/mandate:

The objects of the University are –

to advance learning and knowledge through teaching and research, particularly –

(i) in science, technology, engineering, management and business studies; and

(ii) at the postgraduate level; and to assist in the economic and social development of Hong Kong

Illustration 1: HKUST

Type of Higher Education Institutions

Various types of higher education institutions

- Comprehensive
- Research-oriented
- Teaching-oriented
- Professional/Vocational training
- Mass education

HKUST – mandated Vision, Mission, Objectives
Research University with Special Focuses

Illustration 1: HKUST

When? Where? Who?

Temporal Factor

Right Time?

天時: 1997

Return to China

Spatial Factor

Right Place?

地利: 兩岸三地

2 Shores, 3 Lands

Human Factor

Right People?

人和: 三代海歸

Repatriating Scholars

Right Opportunity and Environment for the Birth of HKUST

Challenges

Government and Business were not ready for transition into a high-tech knowledge-based economy, despite the Vision.

Populace was long on short-term goals and fast reaction, but short on longer-term planning and motive for innovation.

Community lacked research culture: thus short on research funding, research staff, graduate students, ST entrepreneurs.

Society lacked understanding of the importance of humanities and social sciences – proper cultural ambience for high-tech.

Planning Process

Academic Planning

Perspectives	Regional; National; Global
Criteria	Society's needs; Academic leaders; Affordability
Organization	Schools; Departments; Specialties

Recruitment Planning

Requirements	Student-faculty ratio; Academic qualification
Motivation	Knowledge, Ability, Experience + Heart
Networks	International; Personal; Teamwork

MIGRATION

GENDER EQUALITY

Planning Process – More

Campus Planning

Land	Size; Ownership; Restrictions
Design	Classrooms; Labs; IT; Offices; Facilities; Residences
Project Mgmt	Master plan; Architecture; Future expansion

Financial Planning

Start-Up	Construction; Central/individual equipment; Operation
Sources	Government; Fundraising; R&D seed funds
Budgeting	Stages; Strict control; Long-term sustainability

ENTREPRENEURSHIP

Illustration 1: HKUST

Hopes and Expectations

Regional

A major institution working with Government, Industry and Business, and Community to help develop Hong Kong into a Knowledge Society

National

One of the finest and most outstanding universities in China, making contributions to the nation's economic, cultural and social development

Global

A world-class university that reaches the forefront in teaching and research in every carefully and precisely chosen academic discipline

What not to be – an Asian MIT, an Asian Caltech

What to achieve in 20 years – a Carnegie-Mellon

Illustration 1: HKUST

Defining Qualities

Idealism, Missionary Zeal

Team Spirit, Camaraderie

Focus amidst Diversity

Dedication, Hard Work

National and Global Views

Hands on the Present, Eyes on the Future

说实话，干实事；说到做到

Illustration 2: A Consortium of “Independent Colleges”

Positioning Why such institutions? For Whom?

Types of higher education institutions

- Comprehensive
- Research-oriented
- Teaching-oriented
- Professional /Vocational training
- Mass education

MIGRATION GENDER EQUALITY ENTREPRENEURSHIP

Illustration 2: A Consortium of “Independent Colleges”

Academic Planning: General Education in addition to Major

Recruitment Planning: Academic leaders in selected specialties

Campus Planning: Improved IT and other facilities, MOOC

Financial Planning: Better budgeting and financial control

Governance and Policy Matters

International Exchange and Partnerships

Illustration 3: A New Private University in China

Positioning Why such institutions? For Whom?

Types of higher education institutions

- Comprehensive
- Research-oriented – multidisciplinary institutes
- Teaching-oriented – liberal arts, international
- Professional education/Vocational training
- Mass education

MIGRATION GENDER EQUALITY ENTREPRENEURSHIP



THANK YOU!

