



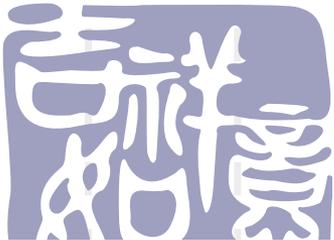
# Seventh International Skills Forum

Anticipating and preparing for emerging skills and jobs

Asian Development Bank  
2017 December 10-12 Manila

*Section 2C, Auditorium D*

*What it Means to Develop a World Class University:  
Innovative Models*





# Themes



- Transform education and training with technology and innovative partnerships
- Promote entrepreneurship and leadership skills to support job creation
- Place education and training in an innovation marketplace.





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# Hong Kong University of Science and Technology





# “Rome was not built in a day”



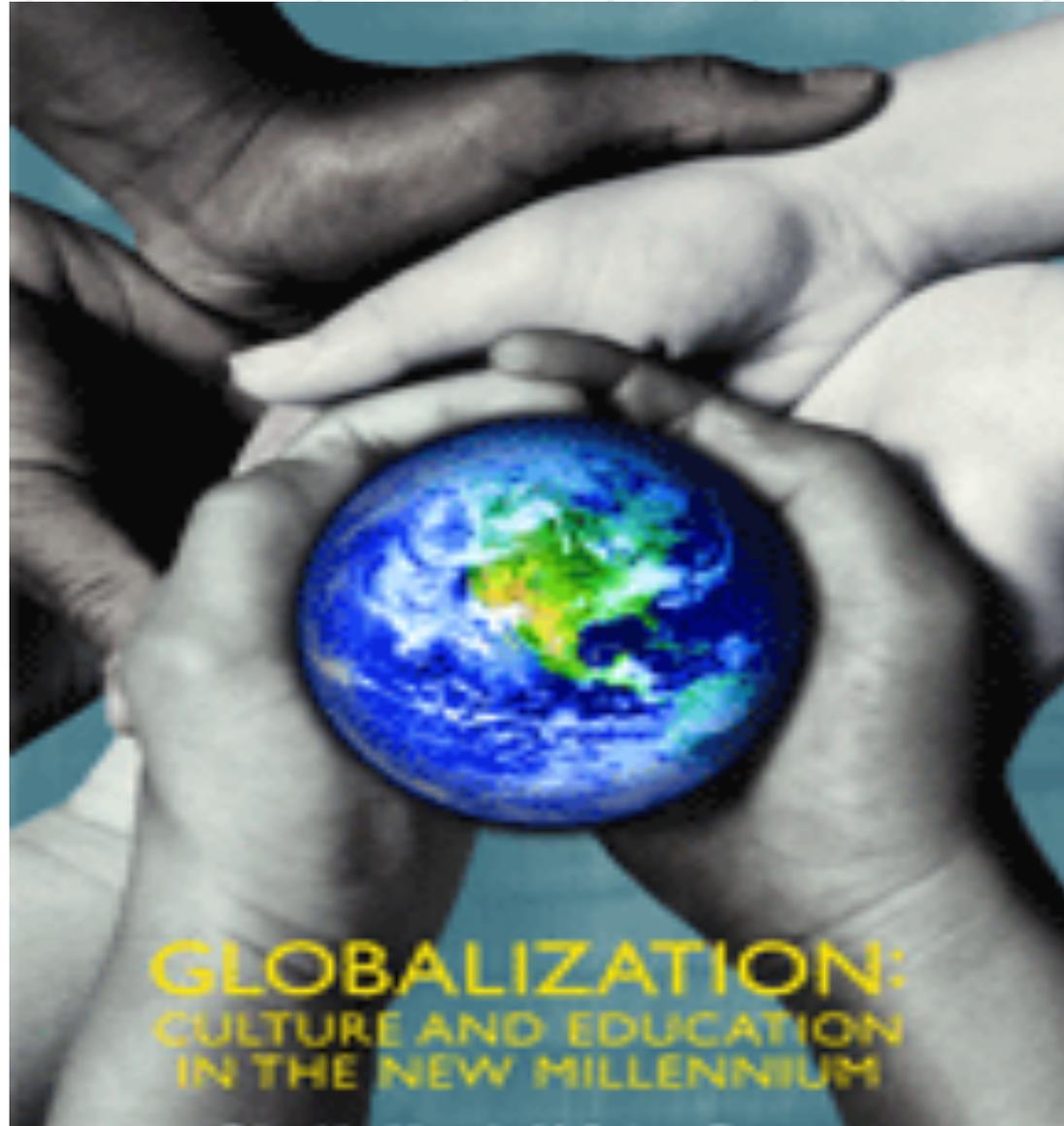


# How many days to build a WC university?

Globalization  
& the post-  
American  
World

Pace of  
change has  
quicken

Expectations  
are raised



•100 years  
•19<sup>th</sup> Century

•20 years  
•20<sup>th</sup> Century

•10 years  
•21<sup>st</sup> Century



**30<sup>th</sup> in the world**

**2<sup>nd</sup> among all universities less than 50 years old.**

**3<sup>rd</sup> among all Asian universities**

**12<sup>th</sup> in the world in employability of graduates.**

**1<sup>st</sup> in the world Executive MBA**





# Hong Kong SAR/PRC

4 universities in Asia top 10 & top 50 in world  
(Times Higher Ed)





# Hong Kong's 2-pronged strategy



➤ Establish a new university, but

➤ Developing the flagships





# The HKUST story



- TALENT
- RESOURCES
- GOVERNANCE





# Talent – Talent - Talent!

- Recruit researcher teachers, not administrators!
- Recruit from the Diaspora
- Mid-career + young generation + locals



# Resources Well employed resources at start-up



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Block grant covers about 60-70% of revenue.



# Governance

- Institutional autonomy
- Academic freedom
- Rule of law – intellectual property
- Open borders and free movement
- Open tech communication infrastructure
- Culture of philanthropy
- Interlocking and collaborative system



# Fields & impact



## ■ Fields:

- Science
- Engineering
- Business & management
- Support program in humanities & social sciences

## ■ Size:

- Economies of scale
- Medium and stable enrolments

## ■ High impact areas

- [Nano-Science and Nano-Technology](#)
- [Biological Sciences and Biotechnology](#)
- [Electronics, Wireless and Information Technology](#)
- [Environment and Sustainable Development](#)
- [Management Education and Research](#)



# Phase 1: Contrast with status quo





# Phase I: Find a niche, Be a catalyst

- Entrepreneurial ethos
- Innovation&tech transfer fund
- Multidisciplinarity & Liberal arts required
- Central research facilities





## Phase 2:

- Collaborate across disciplines & institutions
- Build relationships with academic, business, community, & government leaders
- Transform the surrounding region into a global source of creative & intellectual power.





# Rise and Rejuvenate



## ■ Phase 1

- Import
- Copy
- Sequencing
- Alignment
- Traditional disciplines
- No alumni
- No student base

## ■ Phase 2

- Homegrown
- Create
- Make corrections
- Realign
- Multidisciplinarity
- Build alumni
- Expand student base



# For new universities

- Be aggressive in branding with prospective students
- Promote the identity of your projects
- Extend capacity across region





# During a recession



- Protect the resources allocated to teaching and research.



Government guaranteed loans for all students





# Leadership's Vision Wu-Chu-Chan

- “create, don't replicate,”
- “designed to be different”
- “an agent of change”
- Seize the moment – “timing is everything”
- Exploit a niche – “be a catalyst”
- Rise & rejuvenate – sequence & realign
- Extend capacity – regionalize
- Became recession-proof



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# 1. Pay attention to global trends and regional opportunities





## 2. Move from global linkages to innovative interdependencies





# 3. Forge collaborations with industry that are sustainable



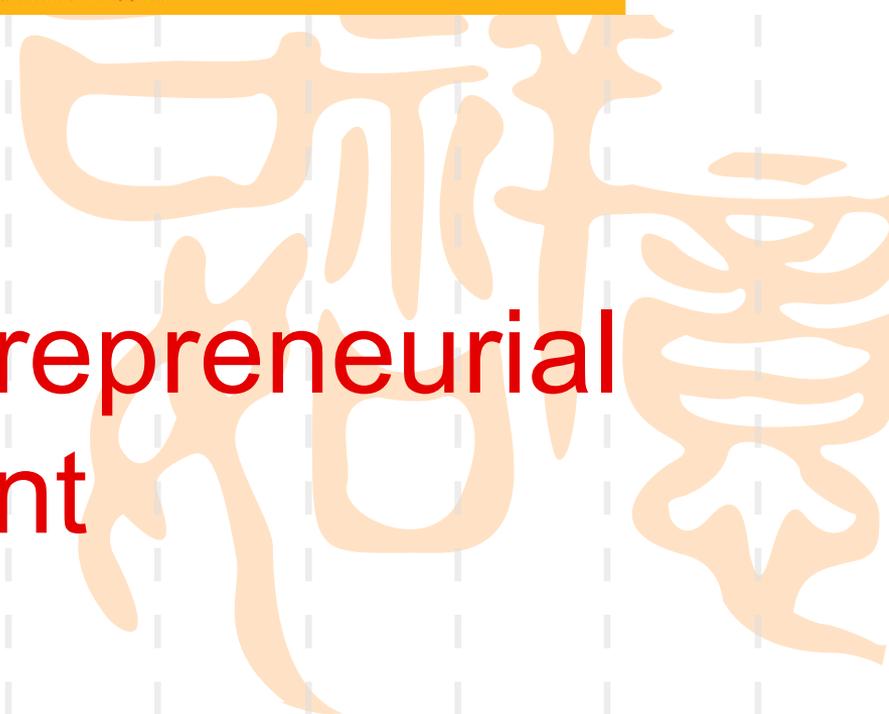


# 4. Leverage innovative regional exchanges





# 5. Nurture entrepreneurial talent





6. Know your region, its universities, government, and your possibilities





# 7. Embrace the competition and collaborate, collaborate, and collaborate





# 8. Position yourself within the system to be a catalyst





# 9. Maintain the transparency of financial support structures





# 10. Consider medium of instruction





# 11. Be innovative in governance





# 12. The key to success: Hire the best





# 13. Set the conditions for a dynamic working environment





# 14. Attract research funding and donations





15. Build a model that maximizes the transfer and commercialization of knowledge





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