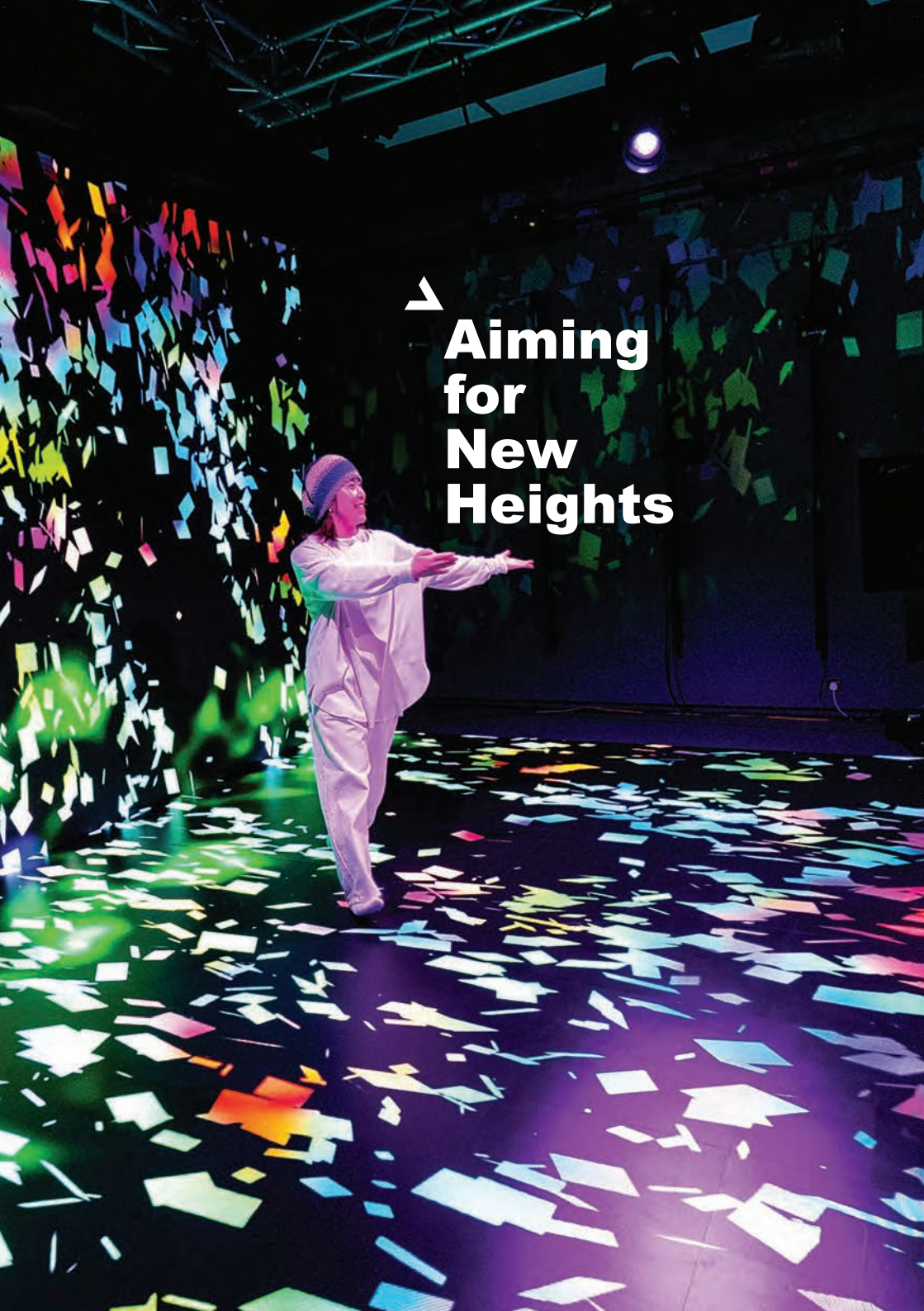




# AIMING FOR NEW HEIGHTS

HKAPA Strategic Plan  
2024 - 2033





# Aiming for New Heights

## Contents

### Foreword Introducing HKAPA 2033

page 2

Strategic Area  
**1** Scaling up Local, National/GBA,  
and International Talent Development  
and Cultural Impact

page 8

Strategic Area  
**2** Enriching the  
Transformative Learning Experience  
for Performing Arts Education






page 14

Strategic Area  
**3** Impactful Research  
on Technology-enabled  
Performing Arts Practices

page 20

Strategic Area  
**4** Building a Campus  
of Creativity  
and Sustainability

page 26

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# FOREWORD



## The Council of HKAPA



(Back row, from left to right) *Deputy Director (Academic) Dr Gordon Munro, Principal Assistant Secretary (Culture) 1 CSTB Mr George Tsoi, Elected Staff Representative Ms Stella Lau, Member Mr Jason Lee, Representative for Secretary for Education Ms Grace Chau, Deputy Chairman Mr Symon Wong, Member Dr Irene Tang, Elected Staff Representative Prof Yiu Song-lam, Deputy Director (Administration) Mr Chapman Ngan.*

(Front row, from left to right) *Member Ms Caroline Wong, Member Mr Andrew Leung, Member Mrs Christine Ip, Treasurer Mrs Helen Chan, Chairman Mr Charles Yang, Director and Ex-officio Member Prof Gillian Choa, Representative for Secretary for Culture, Sports and Tourism Mrs Vicki Kwok, Member Mr Nick Ho, Member Dr Raymond Chan. (Not pictured) Member Mr Clifton Ko, Member Ms Sheryl Lee, Member Dr Tang Yuen-ha.*

# Introducing **HKAPA 2033**



Professor Gillian Choa  
Director

The Hong Kong Academy for Performing Arts (HKAPA) is proud to unveil our strategic plan for 2024-2033, marking a significant milestone as we celebrate 40 years of excellence in performing arts education in 2024. Over the years, HKAPA has emerged as one of the world-leading performing arts education institutions, empowering graduates to excel in the cultural and creative sectors and fuelling cultural development in Hong Kong and beyond. Our practice-based education has earned widespread acclaim, both locally and internationally.

At this critical juncture, the **National 14<sup>th</sup> Five-year Plan** has expressed clear support for Hong Kong to develop into an East-meets-West centre for international cultural exchange. In the Chief Executive's 2022 Policy Address, heightened expectations have been placed upon the Academy. We have been tasked with re-evaluating our role and position in nurturing arts and cultural talents for both Hong Kong and the Greater Bay Area (GBA) in the long run. Furthermore, considerations are being made for the establishment of an additional campus and an increase in the proportion of non-local students.

**Our mission is clear:** to nurture a new generation of performing artists and cultural leaders with a global impact, firmly rooted in Hong Kong's rich East-West cultural heritage. With a student-centred approach, cutting-edge education, and a focus on innovation, we aim to be the global leader in performing arts education.

It often takes a considerable period of time for academic institutions, conservatoires, and performing arts groups to establish their international standing and reputation. HKAPA, as a young performing arts higher education institution in Asia, has been ranked by the *QS World University Rankings for Performing Arts Subject* as No.1 in Asia since 2019, putting it in the same league as some well-known Western conservatories which have over a hundred years of history.

Against this backdrop, our new Strategic Plan outlines the vision, mission, strategic priority areas, and associated key initiatives that will enable us to thrive as the beacon of artistic creativity and cultural identity of Hong Kong – yet on a greater scale and for making a greater impact. The new Strategic Plan is a product of collective wisdom from the Academy community. Through a faculty-driven approach, four strategic areas of priority have been identified as follows:



The pursuit of our new vision and mission will be underpinned by a set of core values that enlist the HKAPA community to strive and thrive as ONE Academy, in which the unlimited potential of its students, staff, alumni, and stakeholders is unleashed.

As we embark on this journey, we invite you to join us in shaping the future of performing arts education. Together, we can reach new heights and make a lasting impact on the arts and the world.

# One Academy, Unlimited Opportunities



\*in commendation for outstanding track record in delivering quality accredited programmes with sufficient quality assurance competency at organisational and programme area levels

## Our Mission

To nurture a new generation of performing artists and cultural leaders with a global impact, firmly rooted in Hong Kong's rich East-West cultural heritage.

## Our Vision

The Academy community's common vision for the future is to be:

- ▶ A global leader in performing arts education
- ▶ A centre for excellence in empowering personal and professional transformation for every student
- ▶ An incubator of innovative performing arts creation, practices, and research
- ▶ An international hub driving artistic development and East-West cultural exchange
- ▶ A caring, inclusive, and responsible community
- ▶ The institution of choice for the most talented future performance artists in the World

## Our Values

The Academy's prevailing core values continue to underpin the achievement of its new vision:

- ▶ Industry Engagement
- ▶ Innovation
- ▶ Interdisciplinarity
- ▶ Internationalisation
- ▶ Practice-as-Research (PaR)



STRATEGIC AREA

1

Scaling up Local,  
National / Greater Bay Area,  
and International Talent Development  
and Cultural Impact

# Key Initiatives



GBA Development and International Partnership Development

East-West Cultural Exchange and International Impact

Advocacy

Talent Magnet and Diversity

Global Employability and Industry Readiness

# Key Initiatives

## 1 GBA Development and International Partnership Development

To enhance the Academy's presence and partnerships to support its roles in nurturing performing arts and cultural talents in Hong Kong, Mainland/GBA, and the Belt & Road countries, it will increase the number of its institutional and industry partnerships, actively work with partners for recurring student/teacher mobility opportunities in Mainland/GBA, and manage an engagement pipeline of its GBA-based alumni and donors.

## 2 East-West Cultural Exchange and International Impact

The Academy will continue its striving to position itself as a significant contributor to the East-West international cultural exchange of Hong Kong. The Academy will achieve this by strengthening its diversity and its offer geographically, stylistically, and artistically, and through leveraging the Academy's unique propositions and art disciplines at an international level via intercultural collaborations.

## 3 Talent Magnet and Diversity

Strategically, the Academy must recruit top students and world-class faculty and artists. The Academy will explore ways to offer access to more scholarships, incentives, and enabling resources, streamlining the admissions/recruitment journey, and profiling and promoting the Academy's talent to key stakeholders and the public.

## 4 Global Employability and Industry Readiness

To prepare student artists for local and overseas employability and industry readiness for today and tomorrow, the Academy will continue to provide a curriculum that grooms intercultural ambassadors and leaders, offer recurring engagement opportunities with industry networks and alumni via mixers, events and partnership projects led by the Schools, and solicit regular and timely feedback from employers.

## 5 Advocacy

The Academy will seek to further strengthen its cultural thought leadership and insight provision. The Academy will regularly host flagship professional events and activities by working with local government, partners, media and sponsors, using the platforms to showcase the Academy's work and disseminate research to various audiences, and at the same time, educate the sector/public with industry insight.







STRATEGIC AREA 

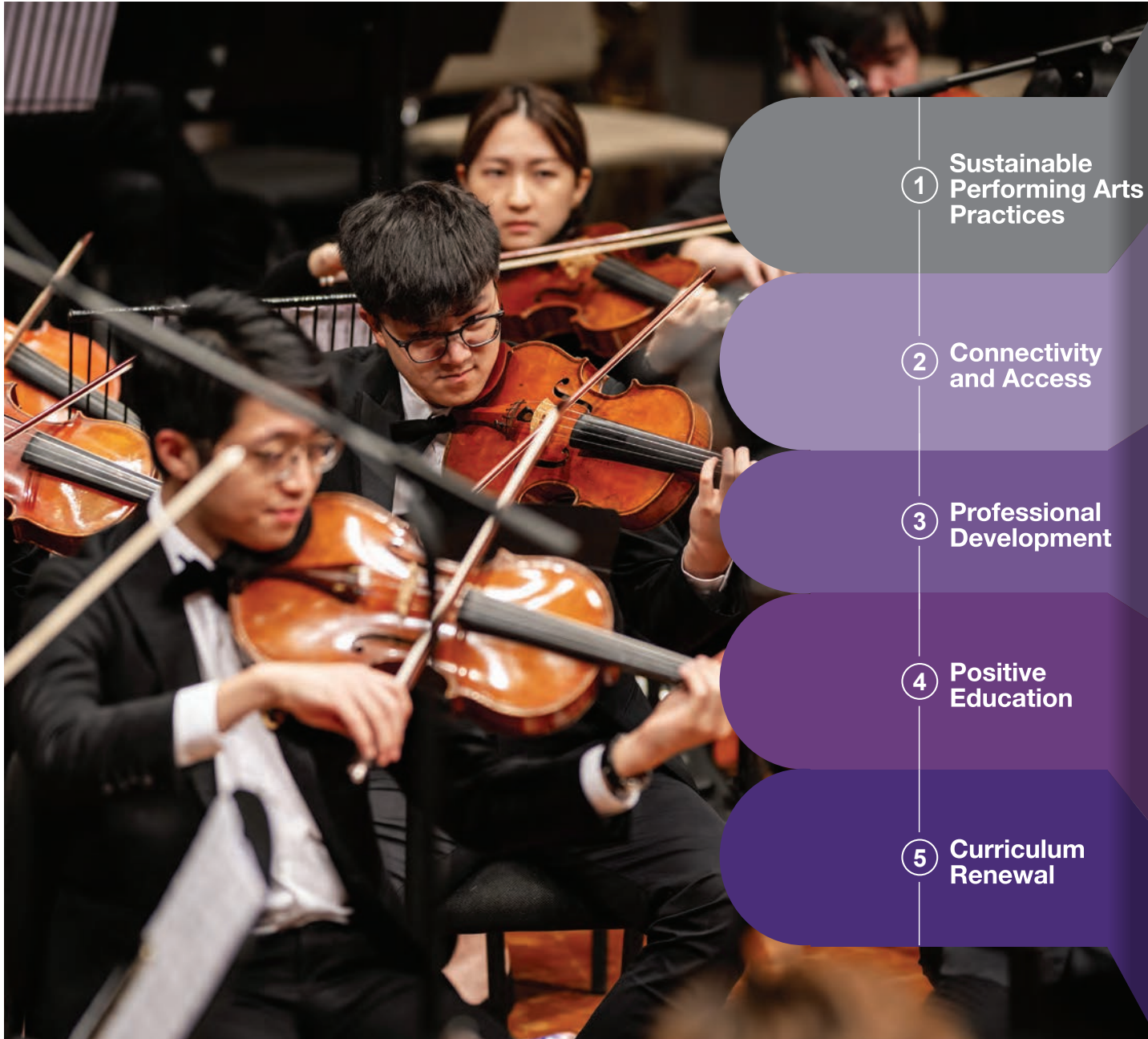
# 2

Enriching the Transformative  
Learning Experience for  
Performing Arts Education

# Key Initiatives



# Key Initiatives



## 1 Sustainable Performing Arts Practices

The Academy will continue to support and encourage an interdisciplinary, interactive, and sustainable learning environment for exploring traditional and contemporary approaches to performing arts practice and education.

## 2 Connectivity and Access

Performing arts can inspire a community, and a community can inspire performing arts. The Academy has always been and will always be part of the community in Hong Kong, and in turn, the community has been critical to the success of the Academy.

## 3 Professional Development

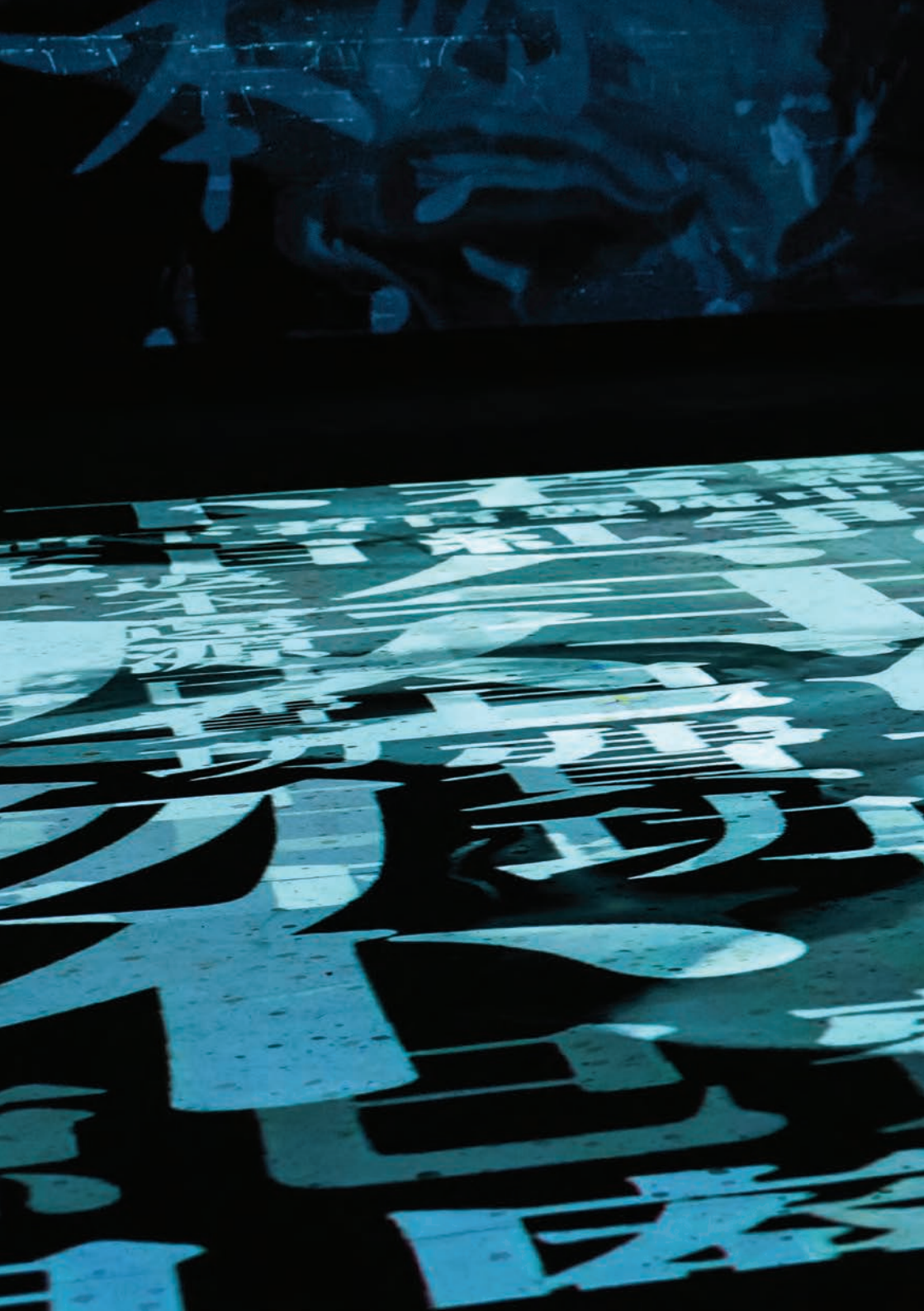
The adaptability of our students and alumni in today's changing environment is a testament to their creativity that was nurtured at the Academy. Indeed, it is this creative spark the Academy seeks to cultivate and elevate. To prepare students for the challenges and opportunities tomorrow, we will enhance students' development of entrepreneurial and leadership skills, and increase professional certification programmes.

## 4 Positive Education

Mental and physical well-being is critical for all. The Academy will continue to strengthen the elements of positive education in curricular and extra-curricular activities that facilitate the acquisition of coping strategies and problem-solving skills. We seek to expand various support and services to help students maintain their mental and physical well-being.

## 5 Curriculum Renewal

In the relentless pursuit of maintaining a current and relevant performing arts curriculum, the Academy envisions an array of transformative actions. Embracing rapid development in the education and performing arts scenes, the Academy will keep developing pioneering courses that delve into the forefront of emerging technologies, amongst other efforts.



STRATEGIC AREA 

3

Impactful Research on  
Technology-enabled  
Performing Arts Practices

# Key Initiatives ▲



# Key Initiatives

1

## Art Tech Capacity Building for Performing Arts Education

The Academy's commitment to Art Tech capacity building is integral to its mission of enhancing the quality of performing arts education and experiences. Through innovative use of technology, the Academy is, and continues to be, paving the way for new and exciting possibilities in the world of performing arts.

2

## Culture of Research-informed Practice and Innovation in Performing Arts

In the pursuit of cultivating a sustainable culture that embraces practice-as-research and fosters artistic innovation, the Academy envisions a range of transformative approaches. In addition to capacity building in Art Tech and practice-based research in performing arts, the Academy will establish technological platforms that serve as catalysts for forming a dynamic community, fostering an environment conducive to the exchange of innovative ideas and the cultivation of transformative research.

3

## Research Impact

In tandem with the growing prominence of practice-based performing arts research at the Academy, a diverse array of strategies will be taken to elevate the significance of its research impact. This multifaceted approach will encompass a strategic rebranding initiative, positioning HKAPA as a pre-eminent tertiary institution celebrated for its avant-garde professional training, innovative artistic creation, and leadership within the performing arts education community. Through these initiatives, the Academy will position itself as a pioneering force in the field.

4

## Transdisciplinary and Transcultural Collaboration in Performing Arts Exploration

The Academy's commitment to promoting transdisciplinary and transcultural collaboration through collaborative exploration is integral to its mission of providing a world-class performing arts education. By fostering inter-School and Academy-industry collaborations in learning, production, and research, the Academy will create enormous opportunities for innovation, growth, and impact.





STRATEGIC AREA 

4

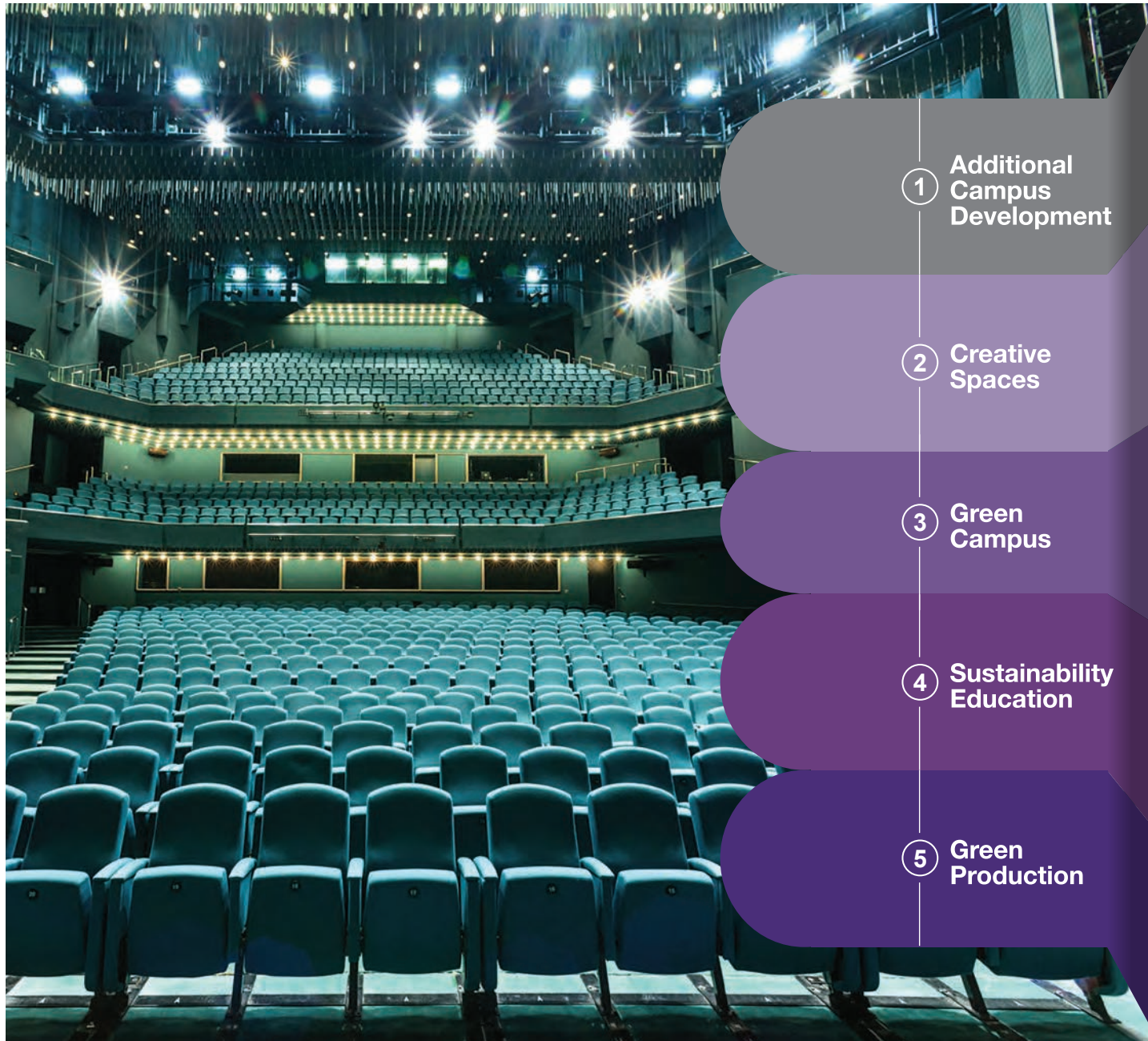
Building a Campus of Creativity  
and Sustainability

# Key Initiatives





# Key Initiatives



## 1 Additional Campus Development

Building on the outcomes of the initial phase of consultation and investigation on the required space and education requirements of the additional campus, the Academy will consider the green and smart campus initiatives that can be implemented and begin to design spaces for creative innovation and collaboration, facilitating transformative learning and impactful research.

## 2 Creative Spaces

The Academy will create flexible, open co-working collaborative spaces for faculty and students, such as expanding the Learning Commons, practice spaces, and showcasing platforms.

## 3 Green Campus

The Academy will embrace sustainable principles in campus facilities management and operations, develop a sustainability strategy and roadmap and monitor green policies. Smart and green campus principles and best practices will be adopted in the existing campus and developed further for the additional campus.

## 4 Sustainability Education

The Academy will embed sustainability in all programmes by launching courses in sustainable production practice and environmental responsibility in performance design which will eventually become required study. Broader concepts of environmental, social and governance (ESG) will be embedded as core principles across all programmes and levels; and the promotion of green living and healthy lifestyles will be included in curricular and co-curricular activities.

## 5 Green Production

Sustainable principles will be embraced across the Academy's performance output. Sustainable production practices and processes will be adopted.

# Graduate Attributes

HKAPA empowers our graduates to unleash their full potential and create meaningful impacts on the performing arts industry.



## **The Way Forward**

HKAPA's Strategic Plan for 2024-2033 sets the stage for a future of continued excellence, innovation, and impact in performing arts education. We invite students, faculty, stakeholders, and the wider community to join us on this exciting journey as we strive to shape the future of performing arts education and make a lasting contribution to the arts and the world.

# **HKAPA: The Future of Performing Arts Education**

**One Academy, Unlimited Opportunities**

