

**The Hong Kong Academy
for Performing Arts**

香港演藝學院



**A Performing Arts Academy
for 21st Century Asia**
21世紀亞洲區的演藝學院

STRATEGIC PLAN
策略發展規劃
2013 - 2023



STRATEGIC PLAN 策略發展規劃 2013-2023

*Cultivating 21st Century performing artists:
an Asian heart, a global view*

The Hong Kong Academy for Performing Arts capitalises on its position within a dynamic and diverse cultural metropolis and its strong industry and community partnerships to provide students with an innovative, multidisciplinary and globally focused education.

培養 21世紀表演藝術家 ——
亞洲中心 環球視野

香港演藝學院憑藉其融會中西、多元炳蔚的優勢，發揮其協和藝壇、洽同社群的夥伴關係，為學生提供創新、跨學科與放眼全球的優質教育。

The Hong Kong Academy for Performing Arts 香港演藝學院 *A unique institution positioned for impact*

21st Century Hong Kong is a dynamic and diverse cultural metropolis occupying a unique point of intersection between Asian and Western creative practice. With Asia ascendant on world stages, and with Hong Kong's identity as a Special Administrative Region of China (SAR), The Hong Kong Academy for Performing Arts is ideally positioned to explore innovative approaches to performing arts education and challenging new creative paradigms that can reshape the way we view the performing arts.

In 2013, the Academy celebrated its 30th anniversary. As part of this celebration year the Academy proudly launched its new ten year strategic plan. This plan sets ambitious but achievable goals for its next decade of operation, building on the significant achievements of its first three decades as the major provider of performing arts training in Hong Kong. While providing a clear pathway for the Academy's future development the Strategic Plan is also a flexible and adaptable document able to respond to a dynamic and evolving globalised educational environment.

There is now more than ever a need to re-evaluate and respond to significant changes in the delivery of performing arts education to ensure Academy graduates are well equipped to meet the challenges and embrace the exciting opportunities of today's performing arts professions.

The Academy aspires to make its graduates the first choice of performing arts companies in the 21st Century.



發揮優勢 · 蓄勢待發 · 創新高峰

21世紀的香港是動感十足、文化多元的大都會，處於亞洲與西方創意活動的交匯點，位置獨特。隨著亞洲在世界舞台的崛起，加上香港為中國特別行政區的身分，香港演藝學院實處於開拓演藝教育的創意版圖，挑戰新思維，從而重新釐定表演藝術視野的優越位置。

2013年適逢演藝學院慶祝30周年，自是宣佈新訂的10年策略規劃的最佳時機。此策略規劃目標高遠而又切實可行，又建基於演藝學院過去三旬作為本港重要演藝教育機構的成績，故既為演藝學院的未來提供清晰的路線圖，又同時保持充份彈性，足以靈活回應全球瞬息萬變的教學環境。

表演藝術的教育方式正值大變，演藝學院需重估現況並知所應對，以確保畢業生擁有足夠能力迎接藝壇的挑戰，把握時機，開創未來。

演藝學院期望培養畢業生成為21世紀有影響力的表演藝術團體及組織之首選。





KEY DRIVERS 原動力：

A Vision for the Future 放眼未來

The Academy aspires to remain the institution of choice for the many talented Hong Kong performing arts students and become an institution of choice for talented young international students who are excited and motivated to explore the performing arts in Asia. Asia is poised to have a transformative effect on the way we think about the performing arts, performing arts education and the global communities in which we live. Academy students will be well equipped to play an important role in the future growth and development of performing arts both in the region and internationally.

演藝學院期望保持成為香港演藝人才求學之首選，同時成為有志於亞洲表演藝術界發展的海外學生報讀的選擇。亞洲發展之影響力不可同日而語，不論在表演藝術、表演藝術教育，甚至全球一體化的範疇上，角色日重。演藝學院學生將會準備充足，在地區、國際藝壇的蓬勃發展，擔當重要角色。

Providing students with a student centred, innovative, multidisciplinary and globally focused education

The Academy is committed to prioritising the educational needs and artistic development of its students to equip them with the high level skills they will need to build careers as performing and creative arts practitioners, educators and cultural leaders in Hong Kong, the broader Asian region and within a global community of practice.

為學生提供以學生為本、創新、跨學科與放眼全球的優質教育

演藝學院致力制訂教育需要及藝術培訓的優先次序，令學生具備高層次技巧，協助其於香港、亞洲以至全球藝壇，建立表演及創作事業，成為各界別的翹楚、教育家及領袖。



KEY DRIVERS 原動力：

*An Asian heart,
a global view* 亞洲中心 環球視野

The Academy is committed to providing a multidisciplinary learning environment within the diverse and dynamic cultural metropolis of Hong Kong - a unique point of intersection between Eastern and Western cultural practice offering students a rich and engaging learning experience.

演藝學院提供的跨學科課程利用香港華洋薈萃的文化優勢，讓學生能在這個多元而充滿活力的文化都會之中，收穫豐碩，學有所成。







KEY DRIVERS 原動力：

An innovative, multidisciplinary and globally focused education

Being an active part of a global learning community is a key driver for the Academy to ensure its students have the opportunity to work alongside the very best performing artists from around the world and to benchmark themselves against international best practice.

提供創新、跨學科 與放眼全球 的優質教育

演藝學院作為全球學習網絡的一員，致力令學生能與世界各地最優秀的年輕表演藝術家切磋合作，並以國際水平作為評核標準。



Cultivating 21st Century performing artists

The Academy is committed to building relevant and productive partnerships with the performing arts professions and the cultural and creative industries. This will further enrich the learning environment for students through authentic, real world learning experiences, and prepare them for the challenging professions they will enter in today's dynamic employment environment.

培養21世紀 表演藝術家

演藝學院致力與專業表演藝團、文化及創意業界建立嶄新及多效的夥伴關係，讓學生透過臨場實習，親歷真實工作環境，進而豐富學習經驗，為將來進入充滿挑戰、瞬息萬變的藝壇，做好準備。



GUIDING POLICIES:

A set of guiding policies underpins the Academy's Strategic Plan and informs both its academic and operational activities. These guiding policies are instrumental in facilitating the successful implementation of the Plan.

策略規劃內包含多項學術與行政兩方面的指導政策，以助策略規劃的推行。

指導 政策:

Performance Based Education 表演為本的 *and Skills Development* 教學與技術培訓

- Prioritise the educational needs and artistic development of Academy students so as to equip them with the high level skills they will need to build careers as performing artists and creative arts practitioners, educators and cultural leaders in Hong Kong, the broader Asian region and within a global community of practice.
- Establish a student profile that supports the Academy's strategic focus on training high quality 21st Century performing arts practitioners.
- Through a comprehensive graduate destination process provide up to date data on key educational drivers including student career paths, work patterns, employer expectations and employability skills that will inform the Academy's continuous development and the review of its programmes.
- Ensure innovative educational methodologies are recognised as a characteristic of the Academy's programmes.
- Create a supportive environment that acknowledges the unique needs of students within a performing arts environment including amenities, accommodation, counselling and other discipline specific needs.
- 制訂教育需要及藝術培訓之優先次序，令學生具備高層次的技巧，協助其於香港、亞洲與全球藝壇，建立表演及創作事業，成為各界別的翹楚、教育家及領袖。
- 展現學生的獨特風格，以反映演藝學院培養21世紀高質素表演藝術家的策略目標。
- 跟進畢業生的發展概況，從而得知學生的職業路向、工作模式及僱主期望等重要資訊，足供演藝學院持續發展與檢視現有課程時的參考。
- 確保創新的教學方法成為演藝學院課程的特色。
- 創造切合學生需要的演藝教育校園，包括提供合適的設施、住宿、輔導及符合個別學科需要的協助。



GUIDING POLICIES 指導政策：

Graduate Education 研究生課程

- Build the Academy's capacity to deliver graduate education programmes focusing on areas of enquiry related to the performing arts utilising innovative educational methodologies and educational technologies.
- 提升演藝學院提供研究生課程的能力，集中資源於相關範疇的創新教學方法與先進教學科技的應用。

Practice as Research 實踐式研習

- Build a culture of engaging in Practice as Research within the Academy in identified areas of strength that are aligned to its strategic positioning that have local impact and global reach.
- 在演藝學院建立實踐式研習的文化，特別在與其策略定位相關、並影響本地及國際藝壇的特定範疇內。





GUIDING POLICIES 指導政策：

Educational Technologies and Innovation

教學科技與創新

- Enhance the Academy's engagement with new technologies to enrich educational opportunities for students, to enhance international engagement and to improve operational efficiency and data management and analysis.
- 加強演藝學院數碼科技的應用，以豐富學生的學習機會，並加強演藝學院在國際教育界的參與，改善行政效能、資料管理與分析。

Quality Enhancement 質素提升

- Ensure a rigorous and effective quality assurance culture characterises internal review processes, self-assessment and quality enhancement within the Academy.
- 確保演藝學院的內部檢討流程、自我評核及質素提升計劃等方面，在嚴謹而有效率的質素保證機制下進行。
- Ensure all activities achieve high quality outcomes benchmarked against sector and industry best practice.
- 確保所有活動以教育界及業界的最高標準評核，並達致高質成效。

GUIDING POLICIES 指導政策：

Internationalisation 國際化發展

- Position the Academy within a Global Education Network through a targeted internationalisation strategy, enriching the educational opportunities and experience for local students.
- Through productive and aligned international partnerships facilitate exchanges for Academy students.
- 藉執行針對性的國際化策略，使演藝學院成為環球教育網絡之一員，從而為本地學生豐富教育機會及學習經驗。
- 透過與夥伴院校良好的合作關係，使演藝學院學生獲得出外交流的机会。





Mainland China *Engagement* 國內發展

As an SAR of China the Academy will continue to build on its unique position to establish productive and sustainable partnerships with key Mainland performing arts institutions and continue to act as a gateway to China for its international partners.

演藝學院身處於中國特別行政區，將繼續發揮其獨特優勢，與內地重點演藝學府建立建設性並能持續的夥伴關係，繼續為國際同儕擔當通向中國大門之角色。

GUIDING POLICIES 指導政策：

Human Resources 人力資源

- Provide a positive and supportive work environment for all staff both academic and administrative that contributes to job satisfaction, professional development and provides clearly defined career pathways.
- Ensure the Academy has highly skilled, motivated and committed staff who support the Academy's strategic objectives, embrace a high standard of professional ethics, and maintain high quality educational standards and outcomes to position the Academy as a leader in performing arts education.
- Implement a succession plan that ensures the future educational, managerial and operational stability of the Academy.
- 為演藝學院的學術與行政部門員工提供正面及有支援的工作環境，使員工獲得工作滿足感、專業發展空間，並提供清晰的事業發展路向。
- 確保演藝學院員工具備良好的技巧、積極主動及竭誠投入，保持教學優質水平，追求高質成果，讓演藝學院得處表演藝術教育界翹楚之列。
- 執行人才接班計劃，確保演藝學院的教育、管理及行政能穩定發展。





Operational Activities

Ensure the Academy has:

- An efficient organisational structure that enhances communication, cross disciplinary collaboration and the capacity to progress key strategic initiatives.
 - Implement an administrative infrastructure that harmonises with, and supports the Academy's educational programmes and the needs of its students.
- 建立有效的組織架構，促進部門溝通、跨學科合作，並促進協同效應，以達成重要策略目標。
 - 行政架構需支援演藝學院教育課程及顧及學生的需要。

行政事宜



30

Production: M&P & P.O.P.
Roll: 1 24 2 2
Scene: 2 2
Take: 1
Director: 周礼贤
Canton: 8.19
Time: 4:14 - 7:00

External Environment 外在環境

- Contribute to the development of the cultural life of Hong Kong by building strong links to the community that support and nurture the development of the performing arts.
- Continue to build strong industry links and partnerships to enhance the educational and employment opportunities for graduates, including embedding authentic learning experiences such as internships into the Academy's programs.
- Build strong and productive relationships with the education sector in Hong Kong, the region and globally to ensure the Academy keeps abreast of key developments in performing arts education and is able to position itself to proactively engage in future developments within the sector.
- Ensure the Academy contributes to key discussions that will impact on the future of performing arts education in Hong Kong, the region and globally.
- 與社區各界建立緊密關係，繼續為香港的文化生活注入力量。
- 繼續與業界緊密聯繫及建立夥伴關係，增加畢業生的進修及工作機會，包括將實習元素納入課程之中。
- 與香港、區內與全球的教育界建立緊密且有建設性的聯繫，以確保演藝學院掌握表演藝術教育的最新發展，從而扮演積極角色。
- 確保演藝學院在影響香港、區內與全球表演藝術教育未來的討論之中，能夠積極參與。





Marketing, Promotion and Communication

Ensure the Academy has:

- A coherent communication strategy that builds lines of internal communication and ensures effective dialogue with external stakeholders, the industry, professional companies and the community.
- A branding strategy that creates a cohesive and visible face for the Academy.
- A targeted, responsive, sustainable and appropriately resourced marketing and promotional strategy.
- A targeted and appropriately resourced student recruitment strategy that aligns with the Academy's strategic objectives in relation to student profile, demographic and load.

市場推廣與對外溝通

- 制訂清晰的傳訊策略，促進內部溝通，並確保演藝學院能與持份者、業界、專業藝團及社區保持具建設性的交流。
- 制訂品牌策略，以加強演藝學院的知名度，確立其清晰形象。
- 制訂具針對性、能反應迅速、持續並善用資源的市場推廣策略。
- 因應學生背景、分佈及習作量等資料，制訂具針對性及善用資源的招生計劃。

Fundraising and Development 籌款與發展

- Develop a strategic and outcome focused fundraising strategy that supports the long-term sustainable growth of the Academy and which helps position it strongly within a competitive global educational environment.
- 制訂以成效為重點的籌款策略，支持演藝學院長遠的持續發展，並協助其於全球教育界的競爭環境中，位列前茅，保持優勢。



Buildings and Facilities 建築物與設施

- Implement an Academy building and facilities development plan that embraces the long term educational needs of the Academy and which also embraces development needs and future plans for Hong Kong and the region.
- 執行校園發展大計，包括建築物及設施硬件的規劃，以切合演藝學院長遠的教學需要，並配合香港與區內未來計劃與發展需求。





The Hong Kong Academy for Performing Arts
香港演藝學院

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