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A SHARED VISION FOR THE FUTURE

BJUT 2021-2025 STRATEGIC PLAN

BEIJING UNIVERSITY OF TECHNOLOGY

2021/2025



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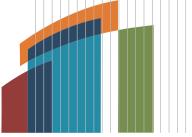
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FOREWORD FROM THE LEADERSHIP



Jiang Zeting
Secretary of CPC
BJUT Committee



President of BJUT

"Rooted in Beijing, Serving Beijing, Inspiring China and Embracing the World" "Promoting Vigorously Innovation, Expanding Talent Pool, Advancing External Cooperation, and Serving Social Development",

To build a "high-level research university"

Highlight the main line of "high-quality development"

Build 7 first-class

Adhere to 4 development strategies



Becoming a world-class university is the centenary goal of BJUT. As the 14th Five-Year Plan (2021-2025) for National Economic and Social Development and the Long-Range Objectives Through the Year 2035 promulgated by the central government of China states, China needs to "push forward the classified management of higher education and the comprehensive reform of institutions of higher learning", "build first-class universities and disciplines in different categories" and "support the development of high-level researchintensive universities". Guided by this vision, the 14th Five-Year period (2021-2025) is key to BJUT's continuous efforts towards becoming a world-class university.

Looking back, during the 13th Five-Year period, through the joint efforts of faculty, staff, and

students, BJUT has maintained its position as one of the nation's top universities and colleges and developed itself into an internationally renowned, distinctive and high-level research university. At present, six of BJUT's disciplines have been included in the top 1% of the ESI Rankings, and one included in the "Double First Class" initiative (the World First-class University and First-class Academic Discipline Construction Plan). BJUT has created a distinctive discipline structure featuring "first-class engineering, advanced science, distinctive humanities, and refined arts". Talent cultivation and scientific research have also seen steady progress. Today, while improving its internal governance, BJUT is undergoing a transformation that will lay a solid foundation for its work in the next five years.

Taking into account the reality and needs in the new period, the University has formulated the BJUT 2021-2025 Strategic Plan, which specifies that BJUT must follow the principle of "Rooted in Beijing, Serving Beijing, Inspiring China and Embracing the World", and strive to build BJUT into "a high-level research university", leveraging its prominent advantages in discipline configuration, scientific research and talent training, aiming to produce top-notch students and first-class academic outcomes. For this purpose, "High-quality" is the keyword. BJUT will continue to provide efficient, fair, and high standard services, pursue sustainable development, and endeavor to realize its goals in the seven aspects of academic disciplines, student success, faculty and staff, research and innovation, global impact, BJUT values, and

university governance. Empowered by the four strategies of "Promoting Vigorously Innovation, Expanding Talent Pool, Advancing External Cooperation, and Serving Social Development", BJUT serves the capital city's major needs for innovative and high-quality development, and strive to make substantial contributions for the capital city and the country as a whole.

Standing at a new starting point, BJUTers will carry the University forward with higher ambition, a broader vision, and redoubled efforts. Through continuous hard work, BJUT will realize the centenary dream of becoming a world-class university with its own distinctive features!

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STRATEGIC VISION

OBJECTIVE

The 14th Five-Year plan marks the start-up period of the second phase of BJUT's "Three-Step Strategy" towards becoming a world-class university. Adhering to the principle of "Rooted in Beijing, Serving Beijing, Inspiring China and Embracing the World", the University will strive to build BJUT into "a high-level research university" that ranks in the top 50 universities in China with remarkable improvements in its comprehensive capabilities and global impact.

STRATEGIES

Promoting Vigorously Innovation. Innovation is regarded as the primary driving force for high-quality development. Driven by innovation, BJUT will inject fresh impetus into the improvement of its internal governance system and the overall reform of talent assessment and training, academic research and funding.

Expanding Talent Pool. Talented individuals are crucial for the University. BJUT will lay equal stress on talent cultivation and talent acquisition. As well as recruiting more top-level talents, the University will create academically innovative teams led by them while ensuring their greater autonomy over the human resources, funds, facilities and technologies they require. The University will also establish a multi-dimensional system for the better evaluation, respect and care for such talents.

Advancing External Cooperation. BJUT will actively explore domestic and overseas resources. Benefiting from the dividends of national, industrial, and regional development, the University will expand its outreach in the Beijing-Tianjin-Hebei region and to the Yangtze River Delta, deepen cooperation with businesses in various sectors, and make inroads into new fields such as carbonneutrality and the digital economy. At the same time the University will seek more global partners, deepening and broadening its cooperation with higher education institutions worldwide and increasing the global impact through the internationalization of the training of talented individuals.

Serving Social Development. Aiming at developing world-leading technologies, promoting sustainable economic development, safeguarding the well-being of China and its people, and catering for the needs of the country and the capital city, BJUT need to optimize the discipline structure and develop the research and talent training system. To achieve this, the University will carry out practically-orientated cross-disciplinary research as a way to produce versatile, innovative and talented individuals able to meet the practical needs of society.

STRATEGIC MISSIONS

In a bid to become a high-level research university, BJUT will strive for excellence in seven areas in the period 2021 to 2025, these being its academic disciplines, the success of students, the faculty and staff, research and innovation global impact, BJUT's values, and University governance.

ACADEMIC DISCIPLINES

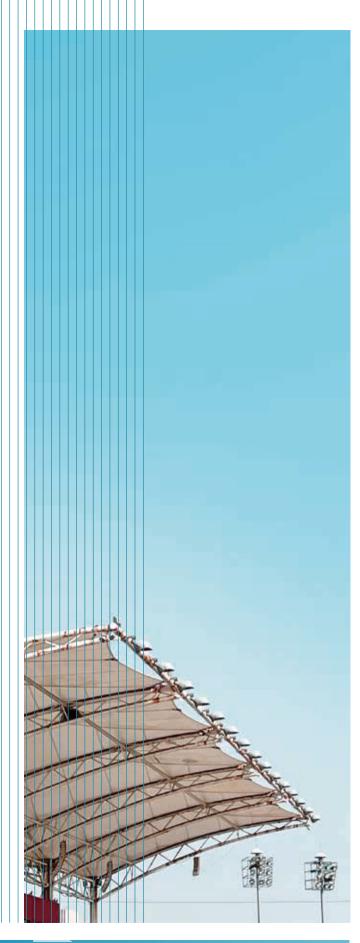
To develop a set of first-class disciplines at the forefront of international vision

GOALS

- Civil Engineering, Environmental Science and Engineering will maintain their position as first-class disciplines in China
- Materials Science and Engineering, Control Science and Engineering will be promoted to narrow the gap between them and first-class disciplines in China
- Optical Engineering, Mechanical Engineering will continue to be strengthened as candidates for becoming first-class disciplines
- Other disciplines will show significantly

- improved rankings in the national assessment of disciplines
- The number of disciplines entering the top 1% of ESI Rankings will be increased to 9 or 10
- 3 to 5 first category disciplines offering doctoral degrees will become first-class disciplines in China; 4 or 5 first category disciplines offering doctoral degrees will become candidates for first-class disciplines
- 2 or 3 influential projects in the humanities and social sciences will be developed





To Construct A First-class University and First-class Disciplines

BJUT will continue to build itself into a first-class university with the formation of a distinctive and dynamic first-class discipline configuration which will inspire innovation. Focusing on major technological and academic trends in national development, BJUT will continue to develop its strengths in high-tech, frontier, and emerging disciplines, and develop more key and core technologies.

To Advance Discipline Classification and Interdisciplinary Development

BJUT will classify the disciplines into four categories: high-level disciplines with world-class potential; candidates for becoming first-class disciplines; fundamental disciplines; and other disciplines with distinguishable BJUT features.

BJUT will create a new interdisciplinary mechanism to serve large-scale projects of the capital city. In seeking to help the capital city achieve carbon-neutrality, BJUT will integrate research linked to urban construction, the environment, materials, energy, the chemical industry, and the circular economy. In carrying out digital and smart city construction, BJUT will accelerate the integrated application of such disciplines as civil engineering, environmental science, materials science, and control technology. The University will also contribute to Beijing's industrial upgrading by integrating its competitive science disciplines such as biology, chemistry and physics.

To Optimize Disciplinary Configuration

Related to the country's development strategies and the capital city's necessary industrial upgrading, BJUT will gradually form an ideally suited discipline structure by aligning the determination of goals and priorities of each first category discipline, and optimizing resource allocation and the revocation mechanism of professional programs. The University will upgrade existing multidisciplinary groups through enhanced interdisciplinary collaboration. With competitive disciplines such as civil engineering, environmental science, materials science and control technology at their core, BJUT will create multidisciplinary groups linked to modern urban construction, environment and health, advanced materials and manufacturing, information science and technology, basic science, economy and management, social governance, and the humanities and arts.

70 Strengthen Basic Science

BJUT will continue to strengthen fundamental aspects of its science disciplines. The integration of science and engineering is essential in underpinning the development of first-class engineering disciplines.

To Promote Humanities, Social Sciences, and Arts

"BJUT Solutions" are to be proposed in the fields of intelligent social development, ecological well-being, block chain technology, and big data governance. BJUT will adopt a "BJUT Design" approach with respect to design services, China's national image, and future lifestyles. The interdisciplinary integration of artificial intelligence, big data, block chain, virtual reality technology and social science disciplines will be promoted. The pace of research on carbon neutrality strategies will be quickened with greater interdisciplinary collaboration between the disciplines of economics, management, and social studies. Scientific research platforms will be established at provincial and ministerial levels, together with the development of new types of think tanks to serve the country and capital city.





FOCUS

To Establish a Frontier Interdisciplinary Academic Zone

BJUT will pool resources to create a new mechanism of interdisciplinary academic research in which groups of preeminent talents led by pioneering scientists, can engage in the most advanced, visionary and innovative research, efficiently producing outcomes of global importance.





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STUDENT SUCCESS

To cultivate top-notch talents with global vision, creative thinking and leadership qualities

To Offer First-Class Undergraduate Education

BJUT will accelerate the development of highlevel undergraduate education and strengthen its ability to train talented individuals comprehensively. There will be emphases on improving curriculum structuring, teaching materials, students' performance in extracurricular contests, and student assessment processes. In addition, stronger synergy will be formed among enrollment, cultivation and employment and the quality of student intake will be improved continuously.

GOALS

- To enable <u>50-55%</u> of undergraduates to access graduate studies
- To see 40% of undergraduate programs selected as "first-class programs" at the national or municipal level
- To increase the number of Ph.D. candidates to 1,950 and the total number of graduates to above 11,900
- To establish <u>5 to 7</u> professional doctoral programs
- To publish <u>10 to 15</u> doctoral dissertations that are rated (or nominated) excellent in Beijing or in the corresponding fields
- To set up <u>1 or 2</u> municipal-level universityindustry collaboration graduate training bases, and <u>20 to 30</u> such bases at the university level
- To establish <u>1 or 2</u> municipal-level international joint graduate training bases

The current undergraduate programs will be restructured based on economic and social realities. These include the digital upgrading of engineering programs such as those linked to urban construction, the environment, materials and control systems, in all of which BJUT has excelled since its inception. BJUT will encourage and support the development of emerging industries and will add programs tailored to the capital's needs, such as big data management and application, the carbon economy and integrated circuit development. Recently established programs will be strengthened, including those linked to information technology, transportation, intelligent manufacturing engineering, nanomaterials technology, intelligent construction, and optoelectronic information science and technology. Reforms and upgrades will be applied to economics, management and humanities subjects.

The integration of basic science and engineering programs, and that of arts and engineering programs, will be promoted. BJUT will also step up support for the development of the Fan Gongxiu Honors College, the College of Software Engineering, the College of Electronic Science and Engineering, the Beijing-Dublin International College, and improve undergraduate honors degree programs.

BJUT will build on existing first-class courses and initiate a new project to add 300+ premium courses. The teaching quality of "online plus offline" courses will be enhanced with the further application of information technologies.

The faculty training system will be improved, giving full recognition to the roles of distinguished faculty members and their courses during such educational reforms.

To Increase the Number of Graduates and Elevate Graduate Studies Excellence

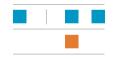
Distinctive, high-standard graduate programs will be developed based on the formation of first-class multidisciplinary groups. Leveraging on the Faculty Academy, the development of high-quality graduate tutor teams will be emphasized, allowing them to hone their skills and ensure their professional conduct.

BJUT will further explore an undergraduate-master-Ph.D track for talent cultivation that stretches from undergraduate to doctoral studies. The numbers of graduate recruits, doctoral candidates and international students will be increased, which as part and parcel of building BJUT into a "high-level research university". Other elements involved in this endeavor include introducing the mode of graduate admission by individual research teams, reforming the examination system for enrolling doctoral candidates, and offering new professional and academic doctoral programs. External companies will also be involved in BJUT's talent training to broaden the handson experience of students in professional degree programs, and to improve the training model for these students engaging in technology transfer.

To Foster Innovative and Entrepreneurial Capabilities

BJUT will develop interdisciplinary courses linked to innovation and entrepreneurship, and will secure resources for these from its alumni, as well as from Chinese and international communities. Extracurricular contests such as "Internet+" and "Challenge Cup" will play a role in honing students' practical skills.

Based on existing research commercialization platforms and technology parks, a new platform for students' innovative and entrepreneurial activities will be set up. The three-tiered system of teaching and training linked to innovation and entrepreneurship at national, municipal and campus levels will be constantly improved, with an emphasis on project commercialization. BJUT will deepen strategic cooperation with pioneering companies, Beijing government authorities, and districts and counties in the city to create new bases for research, teaching, and industrial production.





FOCUS

To Deliver Landmark Educational Outcomes

More efforts are required to obtain national level teaching and education achievement awards and textbook awards. Incentive mechanisms need to be optimized to encourage outstanding faculty members to compile high-level original textbooks for specialized courses. The best of these should be selected and polished to national level quality. These efforts will make for a system of first-class disciplines, courses, and textbooks.



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FACULTY AND STAFF

To enrich the team of first-class faculty members, empowering the University with talent aggregation

GOALS

- To increase the number of academicians by <u>1 or 2</u>
- To have <u>40</u> full-time "national leading scholars" or their equivalent
- To have <u>50</u> full-time "national outstanding young scholars" or their equivalent
- To pool 300 full-time faculty members who have the potential to be selected as "national outstanding young scholars" or their equivalents over the next five years
- To see high-level talented individuals comprising <u>4.5%</u> of the faculty by the end of 2025

To Upgrade Talent Acquisition and Development

BJUT will improve its talent recruitment system to support the demands of the University's strategic development. Tenure-track systems will be put in place, together with upgrading the recruitment and management approaches of high-level talents, professional scholars and international faculty members.

To create a favorable environment for the faculty's development, BJUT will set up a stepwise growth system interlinked with municipal and national talent programs. The University will consistently encourage the faculty members to attend international academic conferences and engage in international joint research to improve their global capabilities.

To Create Supportive Career Pathways

BJUT will build a multi-dimensional evaluation and promotion system which will highlight the comprehensive performance and potential of the faculty and staff. It is essential to improve the faculty evaluation processes in light of the features of each discipline and post, respecting the innate rules of each discipline. Reforms of the employment system for administrators and administrative staff will be explored, and the salary and benefits system for faculty and staff will be optimized to boost morale.







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RESEARCH AND INNOVATION

To produce first-class technological innovation based on BJUT's expertise, to serve the major needs of the country and the capital city

To Undertake High-level Projects

The new R&D ecology of "Base Plus" scheme will be applied for the incubation of major projects and their fruition. BJUT will undertake major national projects in the areas of block chain, artificial intelligence, advanced materials, smart cities, and pollution control. In addition, the University will establish interdisciplinary research teams across academic departments, addressing the urgent needs of the country and the capital city.

To Promote Patent Transformation in Beijing

BJUT will establish a professional technology transfer platform covering the University's signature disciplines. In addition, the University will put in place supporting policies and performance reward mechanisms to motivate faculty members and students to apply for commercial patents in their own fields of research. This is a way of leveraging the University's expertise to contribute to Beijing's development as an international technological innovation hub.

GOALS

- To achieve the first <u>1</u>st Prize of the National Science and Technology Award
- To improve the number and quality of patent transformation in Beijing
- To found <u>1 or 2</u> "enterprise plus" research institutes
- To build another <u>1 or 2</u> national level innovation platforms

5

FOCUS

To Support Beijing's Achieving Carbon Peak and Carbon Neutrality

In aiming at achieving carbon peak by 2030 and carbon neutrality by 2060 in China, BJUT will provide crucial technical support by carrying out research into clean energy, cutting-edge low-carbon technologies, polices for green and low-carbon development, and green finance, which will integrate multidisciplinary resources, including energy science and technology, environmental science, chemical engineering, materials science, urban construction, the circular economy, and applied economics.

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FOCUS

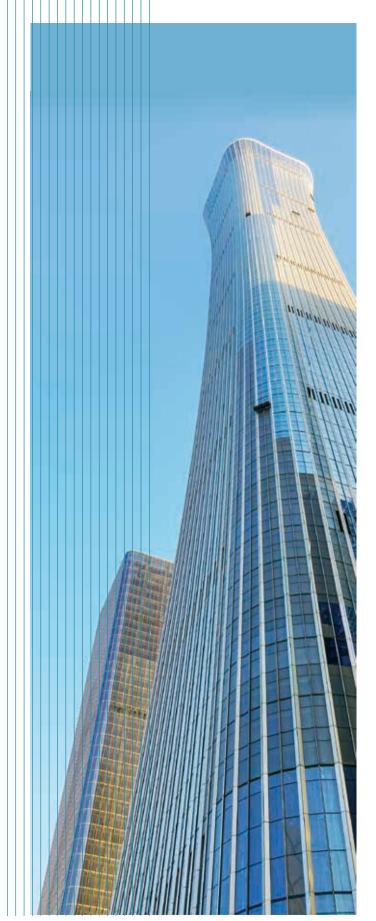
To Establish "Enterprise Plus" Research Institutes

BJUT will seek to set up technology transformation institutes in cooperation with enterprises. To ensure the high-quality implementation of scientific and technological achievements, BJUT will proceed with the development of its own science and technology park, building an innovation and entrepreneurship ecosystem closely connecting the government, universities, industry and capital. BJUT will continue to work with its Chongqing Research Institute to help the transformation and upgrading of regional industries.



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To Enlarge BJUT's Presence in Beijing

BJUT will pool resources from its signature disciplines to comprehensively promote the development of the Huairou Science City Project, focusing in particular on a number of intellectual property rights in the fields of bioanalysis and nano-biomedicine. The University will deepen its comprehensive strategic cooperation with the Beijing Economic and Technological Development Area (BDA), establishing a regional research institute linking to carbon-neutral industries, and fostering a "zero-carbon" system in the BDA. BJUT will also invest in the development of the University of Technology (Yizhuang) Collaborative Innovation Base, achieving university-industry collaboration by making full use of BJUT's scientific research in the fields of new materials, opto-electronics, bioengineering and robotics.

The innovative capability of the science and technology park will be enhanced to nurture exceptional innovators and entrepreneurs. R&D institutions connecting with international resources will be set up to empower technology commercialization and business start-ups in the park.



GLOBAL IMPACT

To increase the outreach and global impact by integrating domestic and international resources

GOALS

- To see the number of top 100/500/700 international partners in QS Rankings reach
 20, 80, and 100 respectively
- To see the annual number of students in the Confucius Institute and Confucius Classrooms reach 1,000
- To see the number of overseas alumni liaison offices reach <u>10</u>
- To set up <u>3 to 5</u> international scientific research cooperation bases at university level or above
- To organize <u>2 or 3</u> high-level international research teams
- To gain approval for <u>10 to 15</u> high-end projects involving international experts at municipal level or above
- To enable at least 35% of undergraduates in each cohort to receive international education, of which at least 25% will receive long-term (at least one semester) international education
- To enable <u>25%</u> of undergraduate students to pursue graduate studies overseas

- To facilitate <u>150</u> graduates to receive longterm (three months or above) joint education overseas and <u>600</u> to attend international symposiums
- To see the number of students in BJUTforeign jointly-run institutions/programs reach 1,600
- To see the annual number of international students at BJUT reach <u>1,600</u> and the proportion of international students studying degree programs in each discipline to reach <u>50%</u> or above
- To build an international faculty team and a foreign affairs team at both college and university levels with a global vision and a good knowledge of international rules
- To see the proportion of full-time faculty members with more than one year of overseas experience reach 30%, and the number of faculty members recruited from Hong Kong, Macao, Taiwan and overseas reach 120



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To Raise International Reputation and Impact

BJUT will enhance its global exchange and cooperation network by fully utilizing the role of overseas liaison offices and by strengthening strategic cooperation with world-class universities and other institutions of excellence. A globally recognizable image of BJUT will be promoted, through the University's organizing, and participation in, influential international exchange activities, and by actively making the University's voice heard in various international activities and organizations. A global network of BJUTers will be built and alumni activities will be organized worldwide.

Solid steps will be taken in advancing the Sino-Polish University Consortium under the Belt and Road Initiative and in seeking to establish a center for Sino-Polish regional country studies, and a national consortium of regional universities. Exchanges and cooperation with higher education institutions will be strengthened in countries and regions along the Belt and Road. Efforts will be made to achieve the continuing high quality operation of the Confucius Institute and Confucius Classrooms.

To Emphasize International Science and Technology Research Cooperation

BJUT encourages faculty members to carry out cooperative work with international science and technology research partners and will continue to optimize the funding policies for international cooperative research seed funds.

All BJUT's teaching and research institutions will be encouraged to establish high-level international research platforms in collaboration with top-level foreign research institutions and universities. BJUT will seek to attract more high-level foreign researchers to form world-class innovative joint research teams. Such teams are planned to jointly publish high-level papers, and to promote the commercialization of research outcomes.





FOCUS

To Relocate the Beijing-Dublin International College to the Beijing Municipal Administrative Center



The Beijing-Dublin International College (BDIC) will be relocated to Beijing's municipal administrative center. The BDIC will be promoted as an outstanding example of BJUT's internationalized campus and of Beijing's efforts in internationalized education, serving the capital's status as a global exchange center. The "1+N" network will be established, with the Beijing-Dublin International College as the core, with collaboration with other top global universities and centers of academic excellence.

To Upgrade the Internationalized Education System

BJUT's existing internationalized talent training scheme will be improved, with a focus on the provision of more courses taught entirely in English. The University will continuously improve the scale, level and quality of education for international students, and more international joint training programs will be developed, including double degree programs and Sino-Foreign education programs, on the basis of BJUT's signature disciplines. The "Global Vision Plan" for the internationalized training of undergraduates will be promoted. The scale and quality of international joint training for graduate students will be steadily improved.

Learning from world-class universities, the University will provide diverse opportunities to expand the vision of the faculty, staff and students. Academic exchanges between Chinese and foreign faculty members and students will be promoted through organizing international cultural and sports activities such as the "International Education Week", "International Day", international salons, high-level lectures and international volunteer services. All these will enrich the experience of faculty, staff and students on BJUT's international campus.

To Build an International Faculty Team with Global Capabilities

BJUT is keen to build an international faculty team of global influence and competitiveness. High level professionals will be actively sought from Hong Kong, Macao, Taiwan and overseas to work full-time on the campus. In addition, connections will be established with prestigious universities worldwide, and visiting and training programs developed to equip the faculty members with international experience.



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BJUT VALUES

To enrich BJUT's values and core culture that champions openness, inclusiveness and excellence

To Enrich BJUT Values

BJUT aims to enrich research into the history of the University, all faculties and colleges, and prominent individuals. BJUT's values of openness, inclusiveness and excellence will be promoted in depth, which serve as the bond connecting all BJUTers and boost their awareness of their cultural inheritance and of their culture's development. Additionally, a bricks-and-mortar bookshop will be built on campus to encourage reading and learning. Cultural lectures will be given by scholars from the Palace Museum and ethnic art activities will be held.

02 To Promote BJUT Culture

BJUT brand will be highlighted by standardizing the use of the University's emblem, flag and anthem, and other BJUT symbols. BJUT-themed products and souvenirs will be designed, 3D campus maps developed, and promotional videos and brochures produced. One or more BJUT museum areas will be created. In these ways, people's understanding of BJUT's historical and cultural landscape will be augmented.



UNIVERSITY GOVERNANCE

To create a first-class university governance system for a smart, green, harmonious and sustainable campus, raising the level of satisfaction of faculty, staff and students



To Improve the Governance Mechanism

The administration system and the implementation of BJUT's regulations will be reviewed. The University's operating mechanism will be upgraded and modernized with the University's charter as the core. The law-based approach serves to guide, promote and ensure the University's reform and development.

70 Build a Smart Campus

BJUT will upgrade its IT systems to cater for the varied needs of the University, such as scientific research, teaching, administration, and services for faculty members, staff and students. This will be achieved by applying 5G, big data, artificial intelligence, and other information technologies. Interactive courses will be designed perfectly integrating online and offline education. It is also aimed to build an intelligent library with a collection of 2.25 million printed books, 1.7 million electronic books and more than 20,000 electronic periodicals by 2025.

To Promote Sustainable Development

Resources inside and outside the University will be coordinated to develop smart, green and harmonious campuses, including the main Pingleyuan campus, the BJUT Innovative Industrial Park at Guanzhuang, and the campus of the Beijing-Dublin International College. BJUT will reach out to local governments and businesses for their cooperation and provision of the external resources needed. New channels of funding will be launched, including alumni associations, the University Council and the Education Foundation.

To Elevate the Satisfaction Level of Faculty, Staff and Students

BJUT will address the needs of faculty members, staff and students to increase their sense of satisfaction and achievement. Improvements will be made to their living and learning environment, including the condition of student dormitories, public spaces, the sports fields, and cafeterias. Aiming to create a green, environmentally-friendly university, the issues of energy conservation and garbage classification will be further tackled. Safety issues including fire safety, traffic safety, laboratory safety and network security will also be covered to ensure a safe and harmonious campus environment.

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BJUT's PASSION

ENVISION THE **FUTURE**

Building BJUT into a worldclass university by 2060 has been the centenary dream and common pursuit of generations of BJUTers.

Taking into account the overall goal of China's "Double First Class" initiative and the University's current position, BJUT will follow the "three-step" strategy by 2060.

