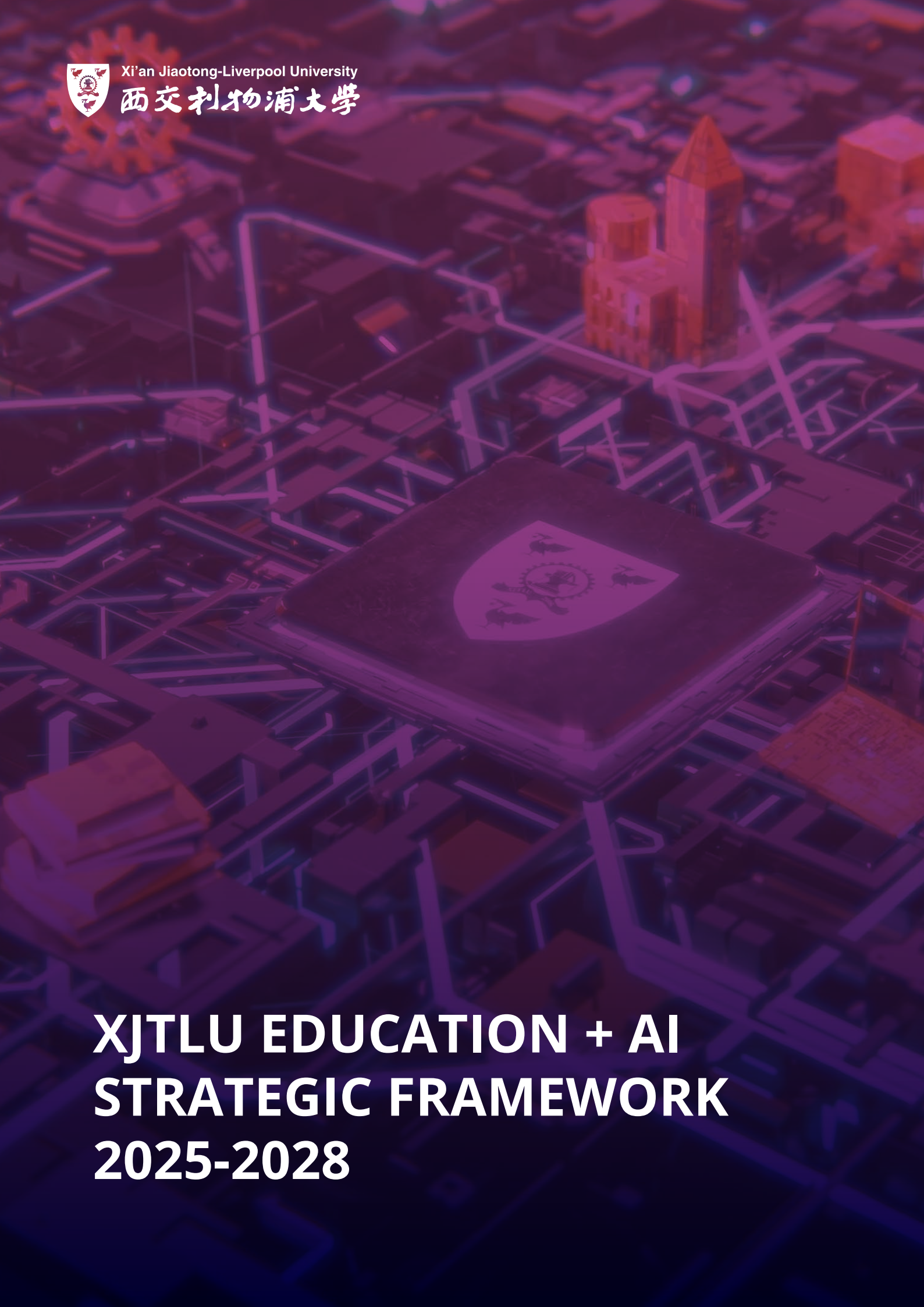

XJTLU EDUCATION + AI STRATEGIC FRAMEWORK 2025-2028

FOREWORD: THE ESSENCE OF EDUCATION IN THE ERA OF AI

Professor Youmin Xi
Executive President, XJTLU

In the era of Artificial Intelligence (AI), education confronts unprecedented challenges. Redefining its purpose, meaning, and delivery has become an urgent task, more critical now than ever before. As disruptive technologies rapidly reshape societies, understanding the essence of education requires a paradigm grounded in systemic integration, dynamic equilibrium, and co-creative value, principles central to Hexie Management Theory (HXMT) . The AI era does not frame education as a competition between humans and technology; instead, it reveals a symbiotic relationship where humans and technology coalesce to elevate our potential and drive societal progress.

At XJTLU, we reject the notion of AI as merely a replacement for human intelligence. Instead, we view AI as an inherently digital intelligence – a tool that enhances human capabilities while preserving the irreplaceable qualities of human intellect: faith, passion, curiosity, creativity, critical thinking, contextual wisdom, ethical discernment, and the ability to navigate ambiguity.

Education, therefore, must go beyond merely recognising the interplay between Human Intelligence (HI) and Digital Intelligence (DI). It should be fundamentally restructured around a new capability framework—one that emerges from a deep understanding and analysis of both intelligences and their syntegration. Based on HXMT, a framework can be developed that enables individuals to syntegrate the strengths of HI and DI in addressing the core tasks or challenges they face, while embracing a future-oriented vision and mission to cultivate higher-level **Syntegrative Wisdom**[2]. That is the core philosophy and methodology of HXMT or the **HeXie Mindset**[3].

If Education empowers individuals with HeXie Mindset and Syntegrative Wisdom, they will be equipped to thrive in the world characterised by UACCS (Uncertainty, Ambiguity, Complexity and Changeability). In this way, education becomes a driving force for sustainable human and societal development, ensuring that technological progress aligns with ethical responsibility, adaptability, and long-term global wellbeing.

XJTLU takes this digitalisation and AI era as a transformative opportunity to reshape education. XJTLU aims to prepare students and staff to navigate the symbiotic relationship between HI and DI, fostering a holistic, adaptive approach to embrace and cultivate Syntegrative Wisdom. XJTLU strives to lead globally in Education + AI and become a model for education reform and promoting a responsible, AI-empowered society.

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[1] https://www.xjtlu.edu.cn/zh/research/institutes-centres-and-labs/hexie-management-research-centre/research/management-theory

[2] https://www.xjtlu.edu.cn/zh/news/2024/09/jiaoshijiezhici

[3] https://www.xjtlu.edu.cn/zh/news/2018/09/xiyouminjiaoshijiezhici

VISION

Xi'an Jiaotong-Liverpool University will be recognised as an AI-empowered tertiary institution in global higher education in the era of Artificial Intelligence, renowned for the transformative and ethical use of AI in enhancing learning and teaching, fostering research innovation, digitalising organisational structure and operations, and creating value for society.

EXECUTIVE SUMMARY

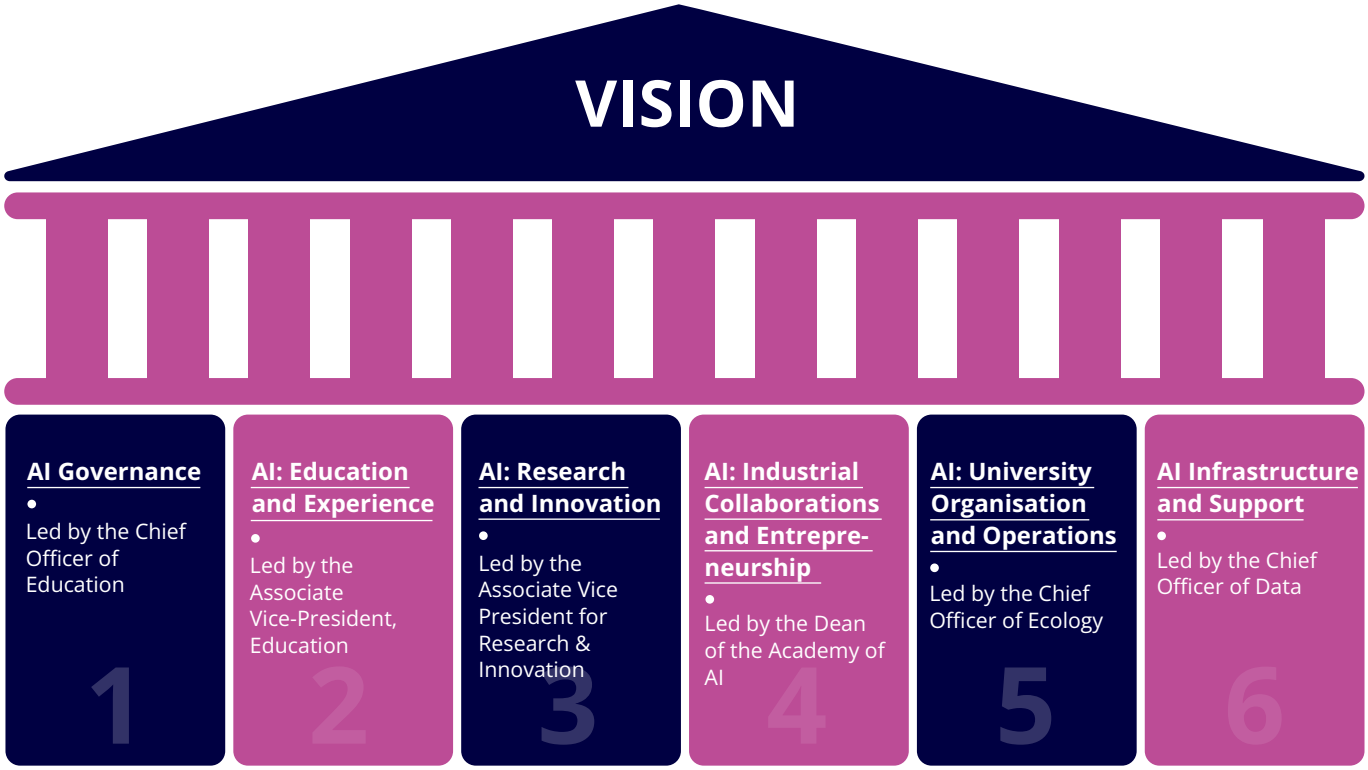
The XJTLU Education + AI Strategic Framework 2025-2028 presents a forward-looking roadmap designed to harness the transformative potential of artificial intelligence (AI) in advancing the university's mission as a pioneer in innovative higher education. This framework outlines our vision, six strategic pillars, and actionable objectives to integrate AI across XJTLU's academic, operational, and societal dimensions. Through leveraging the power of AI, the university aims to enhance the experiences of students and staff, empower research and innovation, and elevate its global reputation. By 2028, XJTLU aspires to become an internationally recognised, AI-empowered institution, driving excellence in learning, teaching, research, and social impact.

Specifically, XJTLU envisions:

- Being recognised as a global leader in AI-driven higher education.
- Implementing a fully integrated AI curriculum across all academic levels.
- Establishing itself as a hub for interdisciplinary AI research and innovation.
- Building strong partnerships with industry and fostering a thriving AI entrepreneurship ecosystem.
- Operating as a seamless, AI-empowered university with efficient, data-driven processes across all campuses.

Building on the milestones achieved in 2024, the XJTLU Education + AI Strategic Framework sets forth objectives for 2025-2028 across six strategic pillars and presents a detailed implementation plan for 2025. Led by key university enablers, this plan will ensure a continuous and progressive approach to AI integration and innovation.

By integrating AI across the six pillars of governance, education, research, industry collaboration, operations, and infrastructure, XJTLU will drive innovation, enhance experiences, and achieve operational excellence. This forward-looking approach ensures XJTLU's transformation into an internationally recognised institution, empowering students, staff, and society through the responsible and impactful use of AI.



SIX STRATEGIC PILLARS

1. **AI Governance** - Led by the Chief Officer of Education
Focus on establishing a comprehensive AI policy framework, enhancing AI literacy and awareness of ethical use, and embedding ethical AI practices into university culture.

2. **AI: Education and Experience** - Led by the Associate Vice-President, Education
Focus on developing an interdisciplinary AI curriculum, transforming student learning experiences and empowering staff in AI education.

3. **AI: Research and Innovation** - Led by the Associate Vice-President, Research & Impact
Focus on strengthening and optimising XJTLU's AI research capability, integrate AI as a transformative tool across strategic priority areas, and empower the entire research community through widespread coverage and usage of AI.

4. **AI: Industrial Collaborations and Entrepreneurship** - Led by the Dean of the Academy of AI
Focus on collaborating with top-tier industry partners, provide entrepreneurial opportunities, and facilitate commercialisation of AI research.

5. **AI: University Organisation and Operations** - Led by the Chief Officer of Ecology
Focus on optimising university operations, enhancing student support services, enabling seamless multi-campus operations and establishing effective oversight and measurement through AI-driven solutions.

6. **AI Infrastructure and Support** - Led by the Chief Officer of Data
Focus on enhancing AI computing power, upgrading the XIPU AI platform, and empowering faculty and students with AI knowledge and skills through infrastructure investment, cloud partnerships, ethical AI use, and comprehensive training programmes. Build up and expand the University's expertise in AI, and establish AI faculty expertise teams to support staff in teaching, research, and administrative work.

Key Objectives 2025 – 2028

STRATEGIC PILLAR ONE – AI GOVERNANCE

Lead: Chief Officer of Education

Objective 1

Develop and promote a set of ethical principles for AI use at XJTLU, emphasising fairness, accountability, transparency, and inclusivity

XJTLU will establish and promote a set of ethical principles for AI use to guide the development, deployment, and use of AI technologies across the university, ensuring alignment with national and international standards and best practices.

- To develop and implement a robust AI policy framework that governs the ethical development, deployment, and use of AI technologies. This framework will address key areas such as AI ethics, academic integrity, equity in access, transparency, fairness in AI development, and data governance and privacy. It will serve as a comprehensive guide for students and staff in utilising AI responsibly and effectively.
- To develop the AI oversight framework to monitor compliance with the AI policy framework, manage AI-related issues, and ensure continuous improvement.
- To integrate ethical AI principles into decision-making processes, curriculum design, and research practices. Develop and promote a culture of ethical AI use by setting AI ethics as part of the university ethics committee's mandate, reviewing AI-related projects, and encouraging research that addresses ethical challenges in AI.
- To review the AI governance policy and practice annually to facilitate continuous improvement.

Objective 2

Enhance AI literacy and awareness across the XJTLU community

XJTLU will equip all students and staff with the knowledge and skills to engage with AI technologies responsibly and effectively, fostering a community-wide understanding of AI's potential and ethical implications.

- To design and implement targeted AI literacy training tailored to the needs of students and staff. These training programmes will cover foundational AI concepts, ethical considerations, and practical applications in education, research, and operations.
- To create accessible support mechanisms, such as workshops, online resources, and AI help desks, to ensure ongoing learning and adaptation to emerging AI trends so that the XJTLU community can be empowered to stay informed and engaged with AI developments.
- To encourage and stimulate students and staff to participate in AI-related projects and initiatives actively, fostering a culture of innovation and collaboration. Highlight the university's vision for an AI-enabled future and showcase success stories to inspire broader engagement domestically and globally.

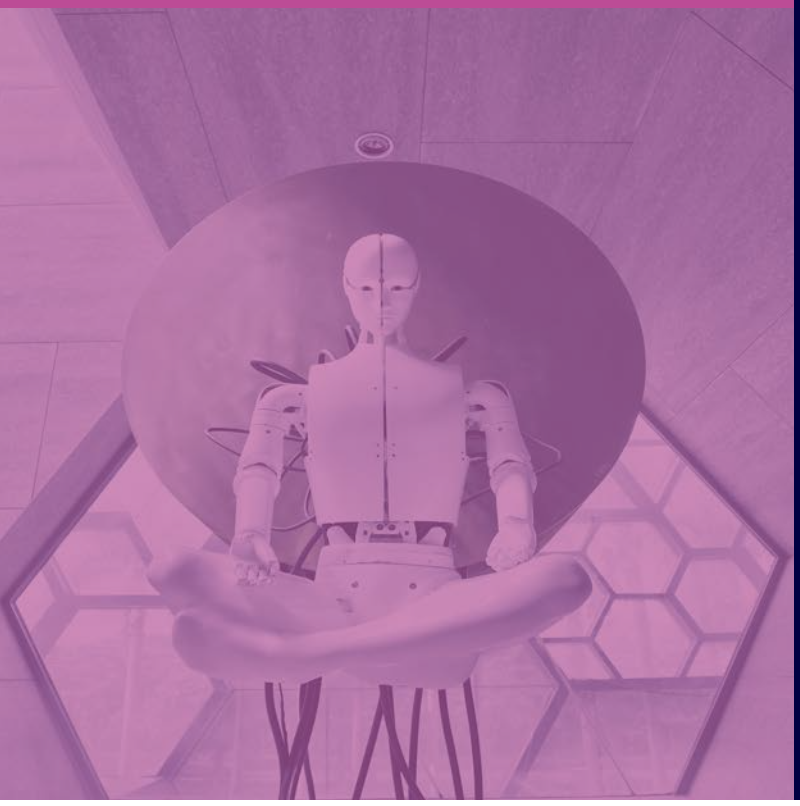
STRATEGIC PILLAR TWO – AI: EDUCATION AND EXPERIENCE

Lead: Associate Vice-President, Education

Objective 1

Develop and implement a comprehensive AI curriculum

XJTLU will develop and implement a comprehensive, interdisciplinary AI curriculum across all academic levels (UG, PG, PhD) by integrating compulsory, School- and Academy-specific AI modules into all programmes, by broadening AI topics beyond current programme structures, by strengthening AI literacy and the ethical use of AI, and by launching innovative AI-focused programmes and initiatives to address emerging trends and industry needs.



- To develop compulsory 5-credit Stage 2 School- and Academy-specific AI modules across all programmes offered by each academic unit, to be launched from AY2025/26.
- To develop compulsory Stage 3 and School- and Academy-specific AI modules to be launched from AY2026/27 and AY2027/28, respectively.
- To review and expand the 'AI Module Enhancement Project' and its outcomes, ensuring that the large majority of UG and PG modules are AI-enhanced by AY2026/27.
- To strengthen general AI literacy provision at both UG and PG levels.
- To further strengthen AI education at Stage 1 through a review of 'XPU001 Essentials of AI', XPU002 'Foundations of AI' and LIF001.
- To continuously monitor and review the application of AI in teaching and learning in the curriculum.
- To continuously review and update as necessary University policy and procedures with respect to the appropriate and inappropriate use of AI by students.

Objective 2

Transform the student learning experience through AI integration

XJTLU will transform the student learning experience by integrating AI tools and methodologies to enhance engagement, personalisation, and skills development across all academic levels (UG, PG, PhD), ensuring that our graduates are fully prepared and equipped to flourish in an AI-driven future workplace.

- To develop an AI-enhanced student experience, including (but not confined to) incorporating an AI Tutor into the LMC area of all taught modules by the start of AY2025/26.
- To strengthen the development of the 'soft skills' needed to compete in an AI-empowered future of work.
- To broaden the curriculum on AI topics outside of current programme structures, including (inter alia) through the expansion of the Extended Study Scheme for UG students, expansion of the Master's Plus scheme for PG students, the delivery of AI-specific summer and winter schools, and through other means.

Objective 3

Empower staff with AI knowledge and skills for innovative teaching

XJTLU will empower staff members with the knowledge, skills, and resources to effectively integrate AI into module design, teaching, assessment, and pedagogical practices through targeted training programmes, best-practice recognition, and professional development and promotions criteria, fostering a culture of innovation and collaboration across the University.

- To undertake a comprehensive staff AI training needs audit, and design and deliver training courses to address identified skills gaps accordingly.
- To better incentivise and support the application of AI in teaching and learning by faculty members through updates to the University Academic Promotions Policy and Procedures, the Professional Development Review (PDR) process, the Teaching Development Fund (TDF), annual prizes and awards to highlight best practice, and via other mechanisms.
- To implement and strengthen mechanisms for the sharing of best practices in the application of AI in learning and teaching, and to better disseminate knowledge and information about the latest AI tools and applications available in the marketplace as they emerge.
- To Proactively recruit teaching staff and professional services staff with knowledge and experience in deploying AI tools in a higher education setting.

STRATEGIC PILLAR THREE – AI: RESEARCH AND INNOVATION

Lead: Associate Vice-President, Research & Impact

Objective 1

Enhance and optimise AI research capability and coverage

XJTLU will expand its AI research expertise, including (but not limited to) generative AI, AGI, NLP and AI ethics. By strategically recruiting top talent, investing in dedicated research facilities, and fostering interdisciplinary collaborations, the university will strengthen its research capabilities and broaden its coverage of cutting-edge AI domains, ensuring a strong foundation for innovation and impact.

- To identify the strengths and weaknesses of XJTLU's AI research expertise.
- To invest in core AI research areas where XJTLU can achieve regional and global excellence.
- To expand XJTLU's AI research expertise to include generative AI, AGI, NLP and AI ethics etc, by recruiting top talent and investing in dedicated research facilities etc.

Objective 2

Strengthen the usage of AI as a tool for strategic priority areas

XJTLU will leverage AI as a transformative tool to address its strategic research priorities and drive innovation and interdisciplinary collaborations in key areas, such as AI + Pharmacy and AI + Advanced materials.

- To foster strategically important interdisciplinary collaborations in AI + Pharmacy.
- To foster strategically important interdisciplinary collaborations in AI + Advanced materials.

Objective 3

Enable and improve the overall AI usage for the whole research community

XJTLU will empower its entire research community with the knowledge and skills to effectively utilise AI in their work through accessible training programmes, AI literacy initiatives, and advanced tools.

- To undertake a comprehensive staff AI training needs audit, and to design and deliver training courses to address identified skills gaps accordingly.
- To implement and strengthen mechanisms for the sharing of best practices in the application of AI in research, and to better disseminate knowledge and information about the latest AI tools and applications available in the marketplace as they emerge.

STRATEGIC PILLAR FOUR – AI: INDUSTRIAL COLLABORATIONS AND ENTREPRENEURSHIP

Lead: Dean of the Academy of AI

To achieve the vision of enhancing **industrial collaborations** and fostering **entrepreneurship** at XJTLU, we need to focus on creating an ecosystem that fosters innovation, supports the development of AI-powered solutions, and builds strong partnerships between academia, industry, and the entrepreneurial community.

Objective 1

Attract top-tier industry partners and foster collaborative innovation

XJTLU will build strategic partnerships with leading industries to drive collaborative innovation in AI, focusing on real-world problem-solving and knowledge exchange. This objective aims to establish XJTLU as a hub for industry-academia collaboration in AI. Key initiatives include:

- To establish long-term, mutually beneficial partnerships with leading AI-focused industries and tech companies to drive collaborative research, internships, and product development.
- To facilitate joint R&D projects between XJTLU researchers and industry partners to address industry-specific challenges and explore new AI applications in sectors such as robotics, automation, and AI ethics.
- To host AI hackathons, challenges, and competitions in collaboration with industry partners, focusing on solving real-world problems with AI technology.
- To create a global network for AI knowledge exchange and collaboration, connecting XJTLU with AI professionals, industry leaders, and academic institutions worldwide to share knowledge, research, and innovations.

Objective 2

Provide students and faculty with entrepreneurial opportunities in AI

XJTLU will empower students and faculty to explore entrepreneurial ventures in AI by providing resources, mentorship, and funding support. This objective focuses on fostering an entrepreneurial mindset within the XJTLU community. Key initiatives include:

- To launch an AI-focused innovation and entrepreneurship hub, providing a dedicated space for students, faculty, and industry professionals to collaborate on AI-driven projects, research, and prototypes.
- To facilitate access to venture capital and funding for AI startups by establishing connections with venture capital firms, angel investors, and funding bodies specializing in AI technology.

Objective 3

Facilitate the commercialisation of AI research and new product development

XJTLU will accelerate the translation of AI research into market-ready solutions through robust commercialisation pathways and industry collaboration. This objective aims to bridge the gap between research and market application. Key initiatives include:

- To facilitate the development of IP standards and technology transfer platforms.
- To foster interdisciplinary collaboration for AI solutions by promoting cross-disciplinary teamwork between engineering, business, humanities, and other departments to tackle real-world challenges using AI technologies.

Objective 4

Strengthen the University's reputation as an AI education and innovation leader globally

XJTLU will position itself as a global leader in AI education and innovation through impactful industry collaborations, entrepreneurial success, and thought leadership. This objective focuses on enhancing XJTLU's global reputation in AI. Key initiatives include:

- To offer AI-focused industry-facing programs and courses, developing specialised certifications and executive education courses in collaboration with industry leaders to focus on the latest AI trends, technologies, and applications.
- To develop an AI talent pipeline through industry internships, partnering with AI-focused companies to provide students with real-world experience and enable them to apply AI knowledge to business challenges.

STRATEGIC PILLAR FIVE – AI: UNIVERSITY ORGANISATION AND OPERATIONS

Lead: Chief Officer of Ecology

Objective 1

Optimise university operations through AI-driven efficiency

XJTLU will leverage AI to streamline workflows, automate routine tasks, and enhance decision-making across university operations, enabling staff to focus on higher-value activities. This objective focuses on improving operational efficiency and effectiveness through AI. Key initiatives include:

- To develop AI-enabled workflows that cut across academic and professional services units, reducing redundancy and improving coordination.
- To implement AI tools to automate repetitive tasks such as data entry, scheduling, and reporting, freeing up staff time for more complex responsibilities.
- To use AI analytics to optimise resource allocation, staff recruitment, facility management, and event planning.
- To ensure staff have the necessary AI skills, training and tools to integrate AI into daily work practices.

Objective 2

Enhance student support and experience through AI

XJTLU will leverage AI to deliver personalised, accessible, and efficient support services, enriching the student experience and preparing students for success beyond university. This objective aims to transform student support services through AI. Key initiatives include:

- To deploy AI-powered chatbots to provide instant and constant access to information, answering common queries and guiding students through university processes.
- To develop AI-enabled systems, tools and applications to deliver tailored student support, such as academic advising, career counselling, student admissions, and mental health, based on individual student needs.
- To integrate AI tools into learning platforms to provide personalised feedback, adaptive learning pathways, and real-time academic support.

Objective 3

Enable seamless multi-location operations with AI support

XJTLU will leverage AI to create a unified, efficient, and scalable operational framework across its multiple campuses, positioning the university as a global leader in AI-enabled higher education. This objective focuses on leveraging AI to support multi-location operations. Key initiatives include:

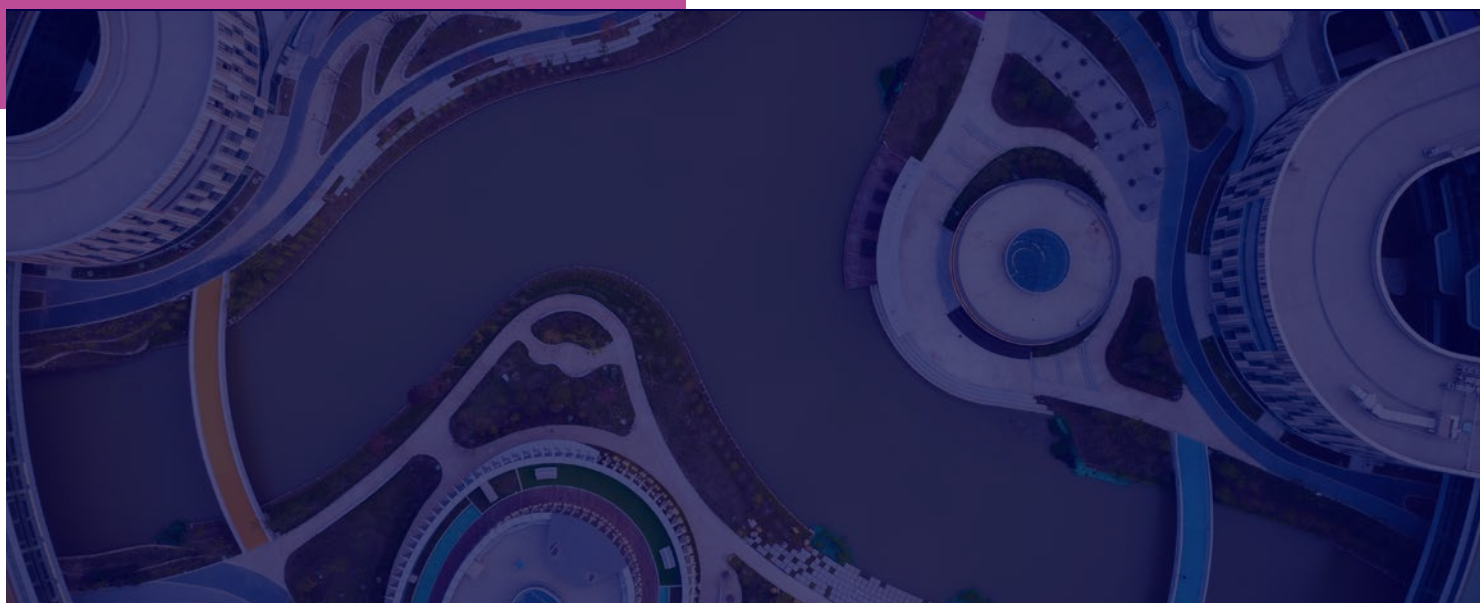
- To implement AI-driven platforms for shared services such as HR, finance, and facility management across campuses.
- To use AI to synchronise data and processes across locations, enabling real-time decision-making and resource allocation.
- To deploy AI-enhanced communication and collaboration tools to facilitate seamless interaction between staff and students across campuses.
- To develop scalable AI systems that can adapt to the unique needs of each campus while maintaining operational consistency.

Objective 4

Establish effective oversight and measurement of AI in operations

XJTLU will implement oversight mechanisms and measurement frameworks to optimise the use of AI in university operations, ensuring transparency, efficiency, and continuous improvement. This objective focuses on creating systems to monitor, evaluate, and improve the use of AI in university operations. Key initiatives include:

- To develop metrics and evaluation frameworks to assess the impact of AI on university operations, staff engagement, and student outcomes.
- To use AI analytics to track the performance of AI systems in real-time, identifying areas for improvement and ensuring they meet operational needs.
- To showcase XJTLU's AI achievements through publications, conferences, and partnerships and create channels for staff and students to provide feedback on AI tools, ensuring they are user-friendly and effective.
- To regularly report on the outcomes of AI initiatives to stakeholders, demonstrating their value and fostering trust in AI-driven operations.



STRATEGIC PILLAR SIX – AI INFRASTRUCTURE AND SUPPORT

Lead: Chief Officer of Data

Objective 1

Enhance AI computing power to meet the requirements in education, research and university operations in the next 3 years

XJTLU will establish a robust AI computing infrastructure to support advanced research, teaching, and AI-driven applications across the university. While schools may choose to establish their computing server or rent external computing services, the university computing centre aims to meet most of the needs in research and education by putting resources together to lower costs and increase efficiency.

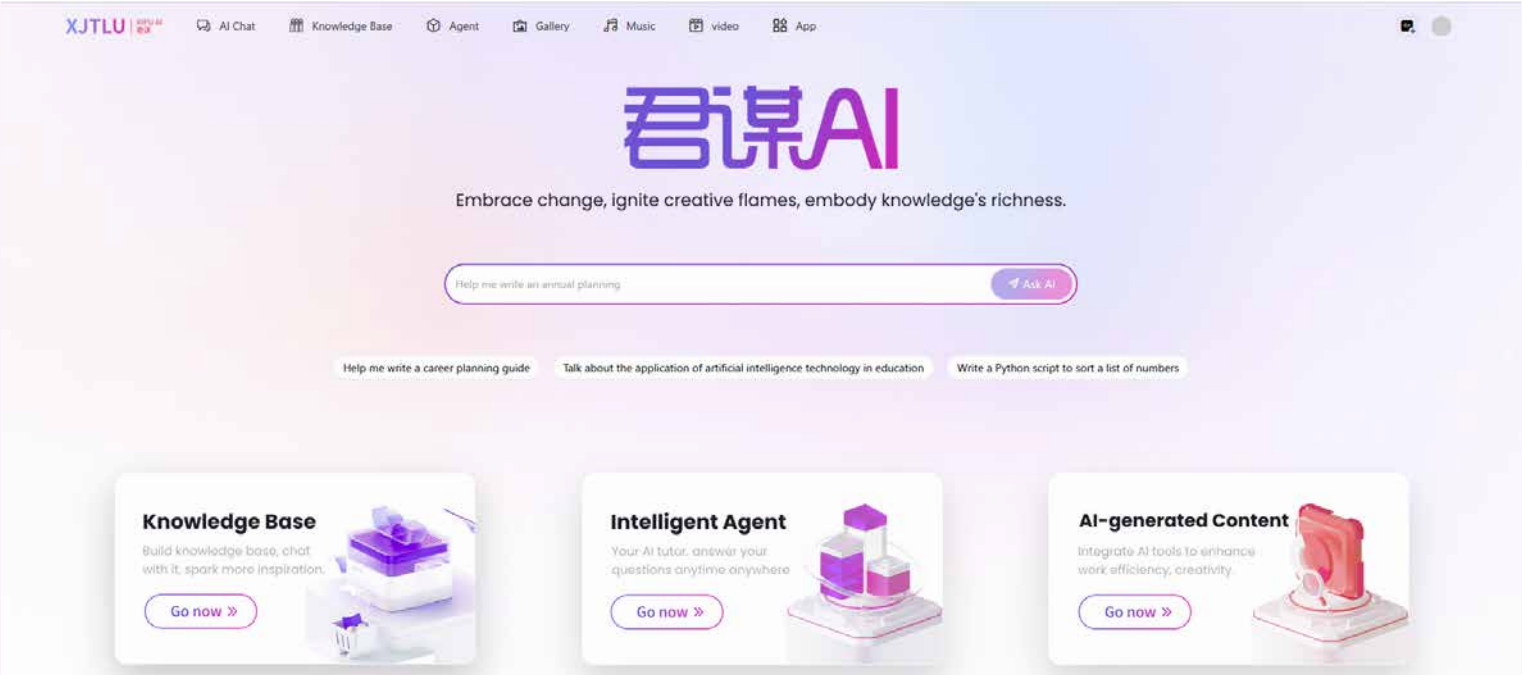
- Infrastructure Investment: To invest in high-performance computing (HPC) resources, including GPUs and TPUs, to meet the computational demands of AI research and applications. CPU will be increased to 4620 cores (current, 1120 cores), and GPU will be increased to 45.3PFLOPS (current 4.5PFLOPS) by the end of 2027.
- Cloud Computing Partnerships: To form partnerships with cloud service providers to offer faculty and students scalable and flexible computing resources, facilitating access to state-of-the-art AI platforms.
- Energy Efficiency: To implement energy-efficient computing practices to minimise the environmental impact of increased computational loads.

Objective 2

Upgrade XIPU AI as the underpinning platform for AI use

XJTLU will continuously develop the current XIPU AI platform with the most advanced AI models and applications and keep up with the trends in the industry.

- Access to AI Models: To secure access to leading AI large language models for academic use, through partnerships or subscriptions, ensuring that faculty and students can leverage these tools in their work.
- Custom AI Solutions: To support departments in developing custom AI applications, such as automated administrative assistants, personalized learning platforms, and advanced research tools, to enhance productivity and innovation.
- Ethical AI Use: To establish guidelines for the ethical use of AI models, focusing on issues like data privacy, bias mitigation, and transparency, to ensure responsible AI practices.

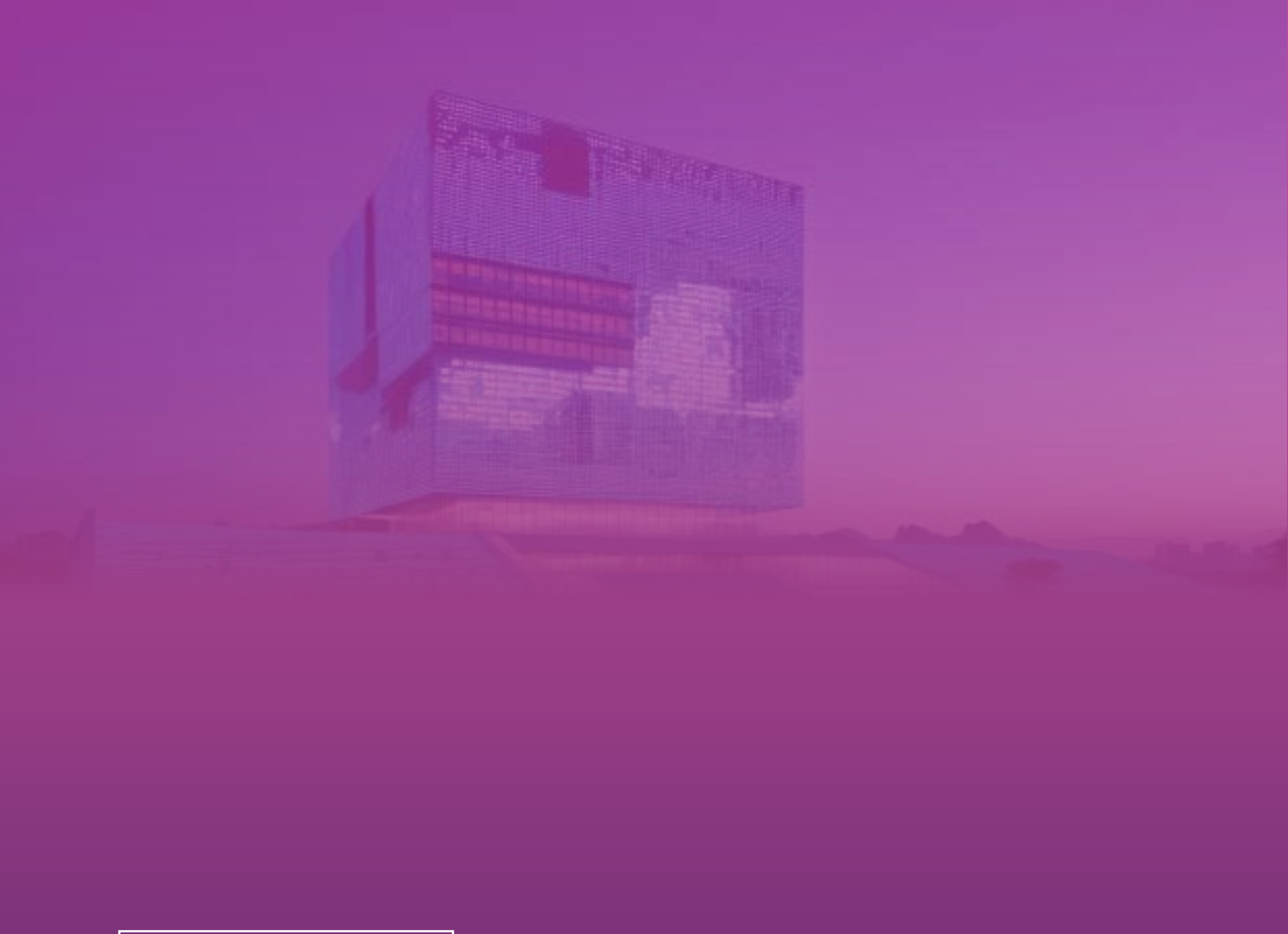


Objective 3

Empower faculty and students with the knowledge and skills to effectively use AI technologies in their academic and research endeavours

XJTLU will provide training, case sharing, and workshops on using the computing centre and XIPU AI platform in learning and teaching, research, and daily work.

- To build up and expand the University's expertise in AI.
- To establish AI expertise teams to support staff in teaching and research, and provide training to staff in AI-enhanced research.



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