



香港大學

THE UNIVERSITY OF HONG KONG

ASIA'S GLOBAL UNIVERSITY

THE NEXT DECADE
Our vision for 2016-2025



Introduction

The University of Hong Kong's original mission was to be the English-speaking university for China. As we stride forward into our second century, this mission is still relevant but the context has radically changed, is still changing and will remain dynamic and unpredictable for the foreseeable future. We will need to be more global in our outlook in all our activities, more nimble and adaptable than before, more ambitious and "can-do" than risk-averse and conservative, more solution-orientated than problem-orientated, and more proactive in our communications and branding. We will adopt the characteristics of the world's top universities, which include excellence in all aspects of teaching, research and knowledge exchange; a global, not merely local or regional, perspective; and meaningful collaborations with premier global universities, and industrial and charitable partners. We will also secure resources with robust risk-management protocols so that risks, perceived or real, do not stifle development; and all will be underpinned by modern, innovative and flexible enabling platforms to ensure optimal delivery.

The University of Hong Kong is a great university. It has much to be proud of in its history, its strong and supportive alumni base, its current students and staff and its spectacular facilities, but it can be greater. Greater in terms of international reputation and the quality of its graduates, greater in terms of impact on society, greater in terms of scope of excellence and range of influence. The University of Hong Kong can join the world's greatest universities and this document sets out a manifesto for taking us there.

Mission

The University of Hong Kong's highest priorities are to create opportunities for the very best academic talents to excel and to advance human knowledge to the benefit of society. To enable these, the University will provide a world-class, intellectual environment in which all its members are recognised and rewarded for what they contribute and achieve. In this way, the University will seek to serve the needs of Hong Kong, the wider region and the rest of the world.

Defining characteristics

The University will be defined by our commitment to excellence, the high-quality opportunities we create and our global outlook from our distinctive position in Asia. Through our teaching, research and service, creating social, cultural and economic impact will be the goals driving everything we do. Respect for academic success will guide and shape the work of our professional services. Optimism, willingness to try new things and risk-taking will prevail over caution, cut-backs and academic conservatism.

We share the characteristics of our international peers in our commitment to the core values of academic freedom and our respect for academic success. As an institution of higher learning and compass for morality and integrity in the community, we will embrace equality, ethics, inclusivity, diversity and transparency in all that we do, and will aspire to the highest standards of corporate and academic governance.

The principles of sustainability will guide our planning and development at every level. We will respond purposefully to the challenges identified by the United Nations through the Sustainable Development Goals, and play our part in addressing the issues of inequality, health, education, disaster prevention, poverty, environment and well-being identified therein. We are superbly placed to lead a cross-cultural and civilisational dialogue.

Collectively, our defining characteristics will form a powerful identity through which the University can build on its heritage and renew its purpose over the next decade in aspiring to be one of the greatest universities in the world.



The University of Hong Kong, as an English-medium, research-led, comprehensive university (the only one in China), provides world-class, campus-based education in a wide range of academic disciplines to outstanding students. The University is situated in a geographically and culturally unique part of China and has historically sat at the gateway between East and West, pursuing teaching and research which enhance the understanding of Asia in a comparative way. We now need to develop innovative approaches to tackling current Asian and global issues. The Belt and Road Initiative for the future development of China's relationship with the rest of the world provides wonderful opportunities for us to collaborate with partners in mainland China and elsewhere in Asia. We have a strong international focus but also a distinct Asian perspective, and the University is recognised by the international community for its high-quality talents, assets and skills. Our campus reflects both the vibrancy and plurality of Hong Kong and the diverse and cosmopolitan nature of a modern, progressive Asian society. Our programmes are benchmarked against leading global institutions and are internationally competitive. We are committed to training and nurturing future leaders and talents equipped to tackle the grand challenges of a rapidly changing world.

Our deep connections with strategic partners all over the world coupled with our distinct advantages in Greater China provide exceptional opportunities for students and staff to make meaningful contributions to the building of knowledge and the advancement of society. By so doing, not only are we supporting student and staff engagement with the global community, we are training them to apply their skills and talents effectively, and to be successful anywhere in today's increasingly globalised society.



ASIA'S GLOBAL UNIVERSITY

Our 3+1 Is:

I nternationalisation nnovation nterdisciplinarity MPACT

OUR THREE PILLARS

Our commitment to being Asia's Global University is supported by three pillars, which provide the framework for our strategy.



Internationalisation

To promote global citizenship and competitiveness, we plan to provide all students with at least one mainland China and one overseas learning opportunity by 2022.



Innovation

Is there life out there? Are we alone? We wish to continue encouraging critical questioning and thinking to innovate for change and social good.



Interdisciplinarity

By bringing together different and divergent minds, we aim to drive and catalyse new ways of thinking, new ideas and concepts and new ways of doing things.



Teaching and Learning



Research



Knowledge Exchange

IMPACT

From contributing to finding cures for the world's greatest diseases, promoting oral hygiene in developing countries, to rebuilding homes in China, our aim is to embed impact into all of our academic and educational outcomes.

TEACHING AND LEARNING

In the first pillar, our curriculum provides students with a *total learning experience*, combining both disciplinary specialisation and broad-based engagement with current and global issues. Students will be exposed to innovative approaches to teaching and learning, which will be supported by upgraded infrastructure. Our intention by the end of the present decade is to establish The University of Hong Kong as one of the world's most progressive and dynamic universities for teaching and learning, as well as one which makes a positive and tangible impact on society.



Internationalisation

We will ensure that the education we provide is among the most international available anywhere in the world by further developing our curricula and our vibrant, cosmopolitan campus, nurturing globally-minded thinkers and leaders, and providing space and opportunity for students to gain exceptional learning experiences outside Hong Kong. We will:

- expand student and staff diversity;
- promote diversity awareness and empowerment;
- extend opportunities for cross-cultural encounters, particularly amongst students;
- deepen multicultural components of campus life;
- increase opportunities for students to gain learning experiences in mainland China and overseas; and
- focus on quality in developing our more successful and mature internationalisation programmes.

Innovation

In order to equip our graduates to tackle grand global challenges, we will develop innovative and forward-thinking talents, and invest in an enabling environment where creativity, experimentation and calculated risk-taking are prized and harnessed. We will:

- make full use of information technology to support our teaching and learning strategies in general and our e-learning strategy in particular;
- create an innovation and entrepreneurship centre where students, alumni and friends of the University can meet to explore new ideas and pursue joint projects;
- partner with innovative organisations to create opportunities for students to gain exposure to cutting-edge experience in both the commercial and non-commercial sectors; and
- empower students, whether individually or in groups, to design and implement their own innovative off-campus learning programmes.

Interdisciplinarity

The ever-growing interconnectedness of ideas, fields and industries in the global environment is placing demands on universities to produce graduates able to adapt swiftly, seamlessly and effectively to often unpredictable situations. We will:

- create new spaces in the curriculum within which interdisciplinary and multidisciplinary activities can emerge;
- continue to invest in interdisciplinary programme and curriculum development; and
- take forward our pioneering undergraduate Common Core Curriculum to deepen still further students' exposure to interdisciplinary modes of teaching and learning.

IMPACT

Making a positive impact on society is central to our mission, as is our commitment to knowledge exchange. For many years we have created opportunities for our students and staff to make a difference locally, regionally and globally. Now, we are seeking to take our many efforts to the next stage so that every student has opportunities for personal development, improved language skills and experience outside their comfort zone. Via partnerships with industry, businesses and other employers, charities and non-governmental organisations, we will facilitate internships, work placements, experiential learning and charity work locally and all over the world. We will:

- further embed social responsibility into our curriculum to ensure that our students can better serve society and meet its growing needs;
- create additional pathways for students to learn in mainland China and overseas that are designed explicitly to deliver measurable social gain; and
- promote student innovation on campus and in the larger society to stimulate positive social change.

RESEARCH AND KNOWLEDGE EXCHANGE



The strategic intention for our second and third pillars is to be a world-class global university with world-leading research in critical areas through knowledge creation, translation, realisation and impact.

Internationalisation

Strategic collaboration and partnership, especially cross-institution and cross-continent, provide the richest sources for global talents and out-of-the-box ideas, and the inherent knowledge infusion and cross-fertilisation of intellectual wisdom will fuel this interconnecting world of communities. The University believes that strategic collaboration will sharpen our role in the community and maximise our value in the international academic community. Adopting a dual-strategy in collaborative partnership: public-public and public-private (PPP), we will:

- embark on outcomes-based public-public partnership with municipal bodies serving the public interest (e.g. health, energy, environment, housing, crime, security, etc.), and public-private partnership typified by enterprise-centred collaboration with industry and private corporations;
- strengthen strategic cross-institutional collaboration to enhance both the breadth and width of our research, thus directly strengthening the competitiveness of HKU in public and private funding;
- create new funding sources from public and private agencies as well as tapping into the rich pool of research funding across the world;
- build on collaborative PPPs to tap into new sources of funding and talents, and connect the academic circle to the world of business, entrepreneurs and philanthropists; and
- strengthen our international network through research partnership and collaboration, strategic alliance, flagship conferences and symposia, and joint benchmarking and evaluation exercises.

Innovation

Modern universities need to capitalise upon the rich opportunities arising from the emerging world of open innovation to utilise the best minds coupled with the ability to harness knowledge in a strongly collaborative culture. The University of Hong Kong intends to thrive in this new world, integrating Western and Eastern research scholarship. We will:

- make purposeful advances in translational research to enable HKU to be a driving force in the emerging world of open innovation;
- collaborate with and help develop public bodies, private corporations and global organisations; and
- recognise techno-preneurship and entrepreneurship as important pursuits that celebrate not only academic excellence and quality, but also the spirit of creation and expedition.

Interdisciplinarity

Research must provide valuable and unparalleled educational opportunities for our scholars, equipping them with the knowledge and intellectual attributes needed for the inherently interdisciplinary and increasingly complex world of tomorrow. Central to our research strategy is the introduction of complementary interdisciplinary initiatives that draw diverse subject expertises into a cross-domain platform on which new knowledge is created and harnessed under a common vision. We will:

- strengthen and consolidate our strategic research themes with the aim of developing into an internationally-leading knowledge hub and capability centre;
- sustain themes that are internationally leading, and in areas of local and global significance;
- grow areas that attract competitive funding, especially from non-traditional sources;
- incubate areas that demonstrate strong commercial potential or address societal needs;
- support areas that are driven by frontier researchers or stars-in-the-making;

- invest in niche areas that can evolve as key drivers in our mainland China and international engagement and collaboration;
- develop strategies for integrating the research themes and creating room for the growth of new areas;
- ensure that research has clearly articulated outcomes and execution strategies; and
- strengthen our platform for international collaboration and partnership.

IMPACT

All key international, innovative and interdisciplinary initiatives must converge towards the creation of impact, measured both by quality and outcome, as well as value and benefit. We will make a paradigm shift to focus on and reward internationally leading academic outputs, as well as research innovations that benefit communities and transform global technologies. The quality and impact of our research will be measured not only by conventional academic metrics, but also by the tangible benefits we bring to the global as well as local, mainland China and broader Asian communities. There will be a shift from activity to value, from output to outcome, and from strength to leadership. Through our partnership engagement and research endeavors, we aspire to lead the academic world and add transformational value to our society. We will:

- provide more opportunities for outcomes-driven translational and transformational research;
- support research that transcends intellectual output to meeting an innovative outcome that has value and impact, and driven by societal needs or enterprise;
- deliver demonstrable and significant outcomes to our social communities and the technological world through research, innovation and enterprise development; and
- educate, nurture and develop the next generation of academic scholars, eminent professionals, research pioneers and society leaders.

OUR ENABLING PLATFORM



Our enabling platform will provide the professional and operational support required to fulfil our ambitious agenda for the next decade.

We recognise that in order to enhance our academic success and provide an environment which will support innovation and impact, we will need to modernise and reform our professional and administrative services, embedding a risk-management-based approach. This will mean ensuring that our remuneration packages are internationally competitive, that all our staff are respected for who they are, rewarded for what they do, and given access to opportunities to develop and excel. We will enhance our staff review and development processes to ensure that they achieve the twin goals of allowing every member of staff to achieve their full potential whilst ensuring that individuals' needs and wishes are aligned with those of the University.

Human resources

We will:

- ensure that our remuneration packages are sufficiently competitive to support the recruitment and retention of high calibre staff in an international market;
- ensure a smooth transition to Hong Kong for staff recruited from overseas. This will include enhanced support in respect of immigration formalities, housing and school arrangements;
- develop an increasingly diverse staffing profile through both recruitment and career development. In particular, we will ensure that all departments employ strategies so as to enable women to better excel;
- provide a performance management system that fosters and rewards performance, motivates staff and aligns their efforts with University objectives;
- strengthen support arrangements for all groups of staff, including courses for personal and professional development, mentoring and the use of regular opportunities to review progress and promote career development; and
- enhance our leadership and management capability and introduce effective succession planning.





Financial reforms

We will:

- improve our financial sustainability through increasing income generation and improved efficiency in planning and prioritisation of resource application in alignment with University strategic objectives;
- increase funding from non-government sources and generate a sufficient recurrent surplus;
- embed a more coherent approach to budget setting and monitoring across faculties, departments and services, looking to reduce overheads and enhance efficiency. Resources that are associated with inefficient, ineffective or outmoded programmes will be redeployed towards areas of strategic priority;
- review the ways in which we allocate resources and charge costs;
- review the level of investment in administrative services and professional services; and
- enhance our earned income revenues from all sources.

Expenditure

In order to effectively maintain recurrent and capital expenditure at a level that secures the University's international competitiveness, we will strengthen and diversify our revenues to generate an annual surplus.

Estates

We will also invest in our estate to support our academic priorities and new initiatives, and to facilitate new or improved ways of working or increased efficiencies. We will:

- acquire and develop new space to meet our academic ambitions;
- invest in the estate where this will facilitate new or improved ways of working, increased efficiencies, and improved opportunities for interdisciplinary working;
- implement a more proactive and prioritised system of capital allocation;
- review the way in which we manage our property assets, and explore a new model for facilities management that ensures greater accountability in the use and allocation of space;
- strengthen the control of overseas building developments;
- balance capital spending on refurbishing, renewing and replacing the existing estates with the delivery of new buildings to meet research, education and knowledge exchange needs; and
- develop a *Property Asset Health Policy and Framework* and develop a programme that ensures the required amount of spending on life cycle replacement and repairs/maintenance needed to keep the assets in the necessary condition for the essential quality of our academic, research, social and cultural facilities.



Information technology

We will:

- invest in information technologies that enhance the capacity of HKU's academic communities to collaborate with each other and with global partners, and that support the student experience;
- provide professional support, consistent processes and the appropriate equipment to meet the digital needs of our staff and students;
- continue to develop flexible, technology-enhanced teaching and learning spaces, and to support the operations of a highly resilient, secure and efficient electronic environment for study and work;
- enhance the computing facilities available to support research, in particular by involvement in regional and national resource centres, by the provision of infrastructure for high-performance computing and efficient data management, by developing and deploying tools for collaborative working, and by fostering cooperative partnerships with international network and computing consortia on global research interests;
- implement robust and up-to-date systems in the cloud era with minimum necessary functionality to support all aspects of the student experience in a cost effective way;
- introduce new physical and wireless networking that will allow high-bandwidth, device-neutral and highly resilient communications capabilities, and introduce applications reaping the benefits of the latest network advancements and Internet innovations for enabling innovations in teaching, learning, research and administration; and
- employ the best management practices in information technology to enhance the University's administrative and professional services.

Alumni relations

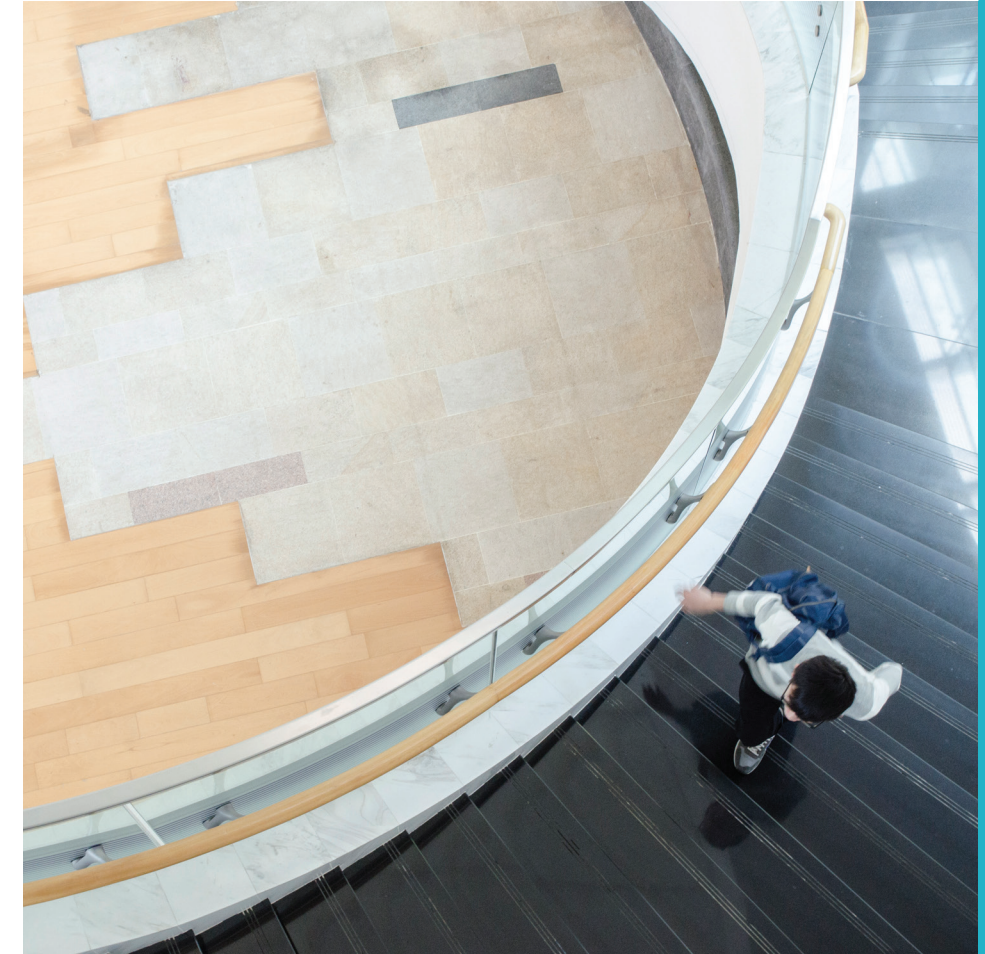
Our objectives for alumni relations reflect the University's overarching priority to develop a global network and to promote international collaborations, including a proactive and systematic engagement of a growing donor community and alumni in Hong Kong, mainland China and overseas. We will:

- expand and strengthen our relationship with our alumni networks through a streamlined database management system;
- focus our fundraising and outreach efforts on areas that advance the strategic goals of the University;
- identify new opportunities to grow our base by engaging untapped philanthropic potential locally and worldwide in support of key University initiatives; and
- strengthen our HKU ambassador scheme by actively involving our alumni and other members of the HKU family.

Communications and branding

Communication with our alumni, donors, partners and key stakeholders to enhance their awareness of the major developments of the University is an absolute priority. Building on our local, regional and international connections and expertise, we will:

- strengthen media relations through proactive and positive engagement with our media partners;
- heighten visibility of the HKU brand by showcasing our advances in international standing; and
- work towards building a strong and sustainable international reputation, powered by our aspirations to be Asia's Global University.



THE HKU CAPITAL CAMPAIGN



For over one hundred years, The University of Hong Kong has been home to exceptional thinkers, leaders and trailblazers, all enjoying the freedom to explore their ideas, resources to realise them, and the recognition to reward their contributions. We are passionate about shaping the future of education so that we can continue to make positive and powerful changes in our world. And providing the best academic environment is critical to our mission to nurturing talent so that ever greater achievements and sustainable impact can be made.

In supporting the academic ambitions expressed in our 3+1 Is, as well as meeting our aspirations to be Asia's Global University, we will embark on a major capital campaign with local, regional and international donors that aims to raise HKD10 billion within the next decade.

The University of Hong Kong's vision for 2016-2025 is to become Asia's Global University. Together with philanthropic support from our existing and new donors, we will capitalise on our skills, passion and commitment to work towards making this happen.

The University of Hong Kong

Asia's Global University The Next Decade, Our Vision for 2016-2025

In recognition of their contributions to this document, we have pleasure in expressing our congratulations to the following students, staff and alumni who submitted winning entries as part of the HKU Vision Photo Contest:

Donn GONDA (winner), *Bughaw*, cover (and back cover)

Chi Yuen Allen AU (runner-up), *The man, the university, the history: Sun Yat-Sen*, inside front cover

Yue MIN (runner-up), *Within*, p.3

Jeremy LAM (runner-up), *International selfie@HKU*, p.4 (left)

Vanessa MA (runner-up), *Cutting watermelon*, p.4 (centre)

Yiu Leung LEE (runner-up), *Learning goes above and beyond nations*, p.6

Donn GONDA (runner-up), *Silid-aklatan*, p.8

Flora LAU (runner-up), *Inverted reflection*, p.10

Vanessa MA (runner-up), *Mongolian final crit*, p.11

Lok Hang YUNG (runner-up), *Edge and curve*, p.15

Veronica YIN (runner-up), *The disturbed campus*, p.16

The University is committed to reducing paper consumption and has substantially cut down the number of printed copies of this document. A web version of this document can be found at: <http://www.sppoweb.hku.hk/vision2016-2025/index.html>

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