Report on the Opinion Survey on the
HKU New President and Vice-Chancellor’s Work Priority
Conducted by HKU Convocation Standing Committee

Background

1. The Council of the University of Hong Kong (HKU) has appointed Professor Xiang Zhang as the 16th President and Vice-Chancellor (VC) of the University for a term of five years. He is expected to assume office on July 17, 2018.

2. The HKU Convocation Standing Committee launched its first ever member online survey in March 2018 to gather views of Convocation members (including all alumni and teaching staff) on the areas which they hope Professor Zhang will give priority to, and to share their thoughts on how members may contribute to the University. The survey helps establish a platform for effective communication between Professor Zhang and Convocation members. This pioneer exercise by the Convocation’s Standing Committee should also be beneficial to the long term development of HKU by enhancing the University’s understanding of the expectations of its stakeholders.

3. This report summarizes and analyses the findings of the survey. We believe it will provide Professor Zhang a useful reference in the formulation of his work plan. It should also foster constructive discussions among stakeholders on the priorities of the University and its future directions.

The Survey

4. The survey was conducted between March 28 and April 13, 2018. In addition to an announcement on the website of Convocation, emails were sent to 120,000 members with email addresses in the Convocation’s database notifying them of the survey.1 The email carried a hyperlink to the survey website which is securely administered by the University’s Information Technology Services. The survey data were anonymously collected. Essential login information was inputted for authentication purpose only and no personally identifiable information was stored or processed. Quantitative survey data were aggregated for analysis. Respondents were able to give suggestions to the new VC and elaborate their opinions via a few open-ended questions in the survey. The questionnaire used in the survey is provided at Appendix A. Data analysis was conducted by the Convenor of the Convocation’s University Affairs Sub-committee, who is a tenured professoriate staff member of HKU Journalism and Media Studies Centre.

5. A total of 899 Convocation members completed the online survey. Their responses are summarized and analyzed below.

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1 There were about 174,000+ Convocation Members as of March 2018.
Summary and Analysis of Survey Findings

Part 1: Priority areas

6. The first question in the questionnaire reads as follows:

An evolving environment for higher education, in part owing to technological, social, and political changes, presents opportunities and challenges for the HKU going forward. In your opinion, what are the areas that the next HKU Vice-Chancellor should focus on and give priority to?

Please evaluate the importance of the following areas. “1” means “not important at all” and “5” means “very important”.

Ten priority areas are listed in the questionnaire for respondents to evaluate each area’s importance to HKU. They were selected on the basis of the existing HKU’s visions (3I + I), primary concerns of Convocation members and the general public. Table 1 shows the mean score and standard deviation of each item.

<table>
<thead>
<tr>
<th>Areas</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upholding the University's core values and safeguarding its interests</td>
<td>4.79</td>
<td>0.60</td>
</tr>
<tr>
<td>Creating impact</td>
<td>3.95</td>
<td>0.91</td>
</tr>
<tr>
<td>Fund raising</td>
<td>3.42</td>
<td>0.98</td>
</tr>
<tr>
<td>Maximizing innovation and entrepreneurship</td>
<td>3.87</td>
<td>0.96</td>
</tr>
<tr>
<td>Higher international ranking</td>
<td>3.54</td>
<td>1.13</td>
</tr>
<tr>
<td>Strengthening university governance</td>
<td>3.96</td>
<td>1.01</td>
</tr>
<tr>
<td>Further enhancing the University's research excellence</td>
<td>4.21</td>
<td>0.86</td>
</tr>
<tr>
<td>Internationalization</td>
<td>4.01</td>
<td>0.98</td>
</tr>
<tr>
<td>Teaming up with the Mainland universities</td>
<td>2.44</td>
<td>1.30</td>
</tr>
<tr>
<td>Maintaining the University’s autonomy</td>
<td>4.61</td>
<td>0.82</td>
</tr>
</tbody>
</table>

7. The following observations are made:

a. Among the 899 members who completed the survey, “Upholding the University’s core values and safeguarding its interests” (4.79 out of 5) and “Maintaining the
University's autonomy" (4.61 out of 5) are the first and the second most important priority areas for the VC respectively;
b. “Further enhancing the University’s research excellence” (4.21 out 5) ranks third;
c. HKU’s existing “3I” visions, “Internationalization” (4.01 out of 5), “Creating Impact” (3.95 out of 5) & “Maximizing innovation and entrepreneurship” (3.87 out of 5), as well as “Strengthening university governance” (3.96 out of 5) are also recognized as important priority areas; and
d. “Teaming up with the Mainland universities” (2.44 out of 5), “Higher international ranking” (3.54 out of 5), and “Fundraising” (3.42 out of 5), however, are ranked as the three least important areas among all priority areas.

The score distribution of each item is shown in Appendix B.

8. A correlational analysis has also been conducted to examine if there are any pairs that score higher or lower together. Figure 1 presents the bivariate Pearson correlation heatmap. In each box, red color indicates positive correlation and blue denotes negative correlation. The darker the color, the stronger the association. The following are noted:

![Figure 1: Bivariate Pearson Correlation Heatmap](image)

a. Those respondents who rate “Upholding the University’s core values and safeguarding its interests” as a high priority area are more likely to give a higher score to “Maintaining the University’s autonomy”;
b. Those respondents who give high scores to “Upholding the University’s core values and safeguarding its interests” or “Maintaining the University’s autonomy” are more likely to give lower priority to “Teaming up with the Mainland universities”. Their scores are weakly correlated with other seven areas.

9. There is a non-mandatory open-ended question that asks respondents to specify any other areas which they think the new VC should focus on and give priority to. A total of 236 respondents replied to this question, and their replies are listed (in the order of the time of submitting the completed questionnaire) in Appendix C(ii). To facilitate analysis, we perused the responses and grouped them under several broad categories, as presented in Table 2. The responses were first classified by the Deputy Convenor of the Convocation’s University Affairs Sub-committee, who is an experienced researcher, and the groupings were confirmed by a team of sub-committee members.

<table>
<thead>
<tr>
<th>Area of priority</th>
<th>No. of respondents who mention this as a priority area in their replies</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uphold the core values, tradition and reputation of the University</td>
<td>92</td>
<td>31.1</td>
</tr>
<tr>
<td>Enhance teaching and learning</td>
<td>56</td>
<td>18.9</td>
</tr>
<tr>
<td>University and politics</td>
<td>37</td>
<td>12.5</td>
</tr>
<tr>
<td>Improve governance, management and administration</td>
<td>28</td>
<td>9.5</td>
</tr>
<tr>
<td>Strengthen research</td>
<td>25</td>
<td>8.4</td>
</tr>
<tr>
<td>Build a truly international university</td>
<td>20</td>
<td>6.8</td>
</tr>
<tr>
<td>Create greater impact on the Hong Kong community</td>
<td>19</td>
<td>6.4</td>
</tr>
<tr>
<td>Establish closer connection with alumni</td>
<td>3</td>
<td>1.0</td>
</tr>
<tr>
<td>Others</td>
<td>16</td>
<td>5.4</td>
</tr>
<tr>
<td>Total</td>
<td>296*</td>
<td>100</td>
</tr>
</tbody>
</table>

* The total number is greater than the number of respondents to this question (which is 236), as some respondents have mentioned more than one priority area in their replies.

10. A detailed look at the replies shows that the following points are most frequently mentioned (see Appendix C(i)):

   a. Safeguard academic freedom (51 respondents mention this)
   b. Safeguard freedom of speech and expression (40)
c. Safeguard institutional autonomy (19)
d. Groom students with vision, critical thinking, professionalism, preparedness for changes, morality and care for community (19)
e. Put emphasis on quality of teaching (16)

11. The written replies echo the quantitative evaluation. Once again respondents accord high priority to upholding the core values, tradition and reputation of the University, including safeguarding academic freedom, freedom of speech and expression, and institutional autonomy. Respondents also consider it important to enhance teaching and learning. As regards the handling of political issues, views are diverse. Some respondents mention that the University should resist political interference from Mainland China and from the Hong Kong Government. Some others say that the University should stay away from politics.

Part 2: Advice for the new HKU’s VC

12. The questionnaire contains another optional open-ended question that invites respondents to give any advice they may have for the new VC. A total of 304 respondents responded to this question, and their replies are listed in Appendix D(ii). A classification of the replies into broad categories is given in Table 3.

<table>
<thead>
<tr>
<th>Broad category</th>
<th>No. of respondents whose advice falls under this category</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uphold core values, tradition and reputation of the University</td>
<td>99</td>
<td>24.5</td>
</tr>
<tr>
<td>Style of leadership and management</td>
<td>79</td>
<td>19.6</td>
</tr>
<tr>
<td>Dealing with politics</td>
<td>61</td>
<td>15.1</td>
</tr>
<tr>
<td>Role of University and future directions</td>
<td>51</td>
<td>12.6</td>
</tr>
<tr>
<td>Relationship with students</td>
<td>34</td>
<td>8.4</td>
</tr>
<tr>
<td>Enhance teaching and learning</td>
<td>20</td>
<td>5.0</td>
</tr>
<tr>
<td>Strengthen research</td>
<td>14</td>
<td>3.5</td>
</tr>
<tr>
<td>Staff relations and management</td>
<td>13</td>
<td>3.2</td>
</tr>
<tr>
<td>Governance issues</td>
<td>7</td>
<td>1.7</td>
</tr>
<tr>
<td>Others</td>
<td>26</td>
<td>6.4</td>
</tr>
<tr>
<td>Total</td>
<td>404*</td>
<td>100</td>
</tr>
</tbody>
</table>

* The total number is greater than the number of respondents to this question (which is 304), as some respondents have given advice that falls under more than one category.
13. As shown in Appendix D(i), the five most mentioned pieces of advice are:
   a. Safeguard academic freedom (47 respondents mention this)
   b. Safeguard institutional autonomy (43)
   c. Stand firm for what is right, follow one’s conscience, be principled, think independently and not to bow down to authorities (38)
   d. Safeguard freedom of speech and expression (32)
   e. Develop HKU to be a truly international university, strengthen ties with overseas universities, and avoid “mainlandization” (28)

Part 3: How Convocation members may contribute to HKU?

14. The last question in the questionnaire invites respondents to share their thoughts on how they can contribute more to the University. 152 respondents answered this question. The replies are listed in Appendix E, and a summary is given in Table 4.

<table>
<thead>
<tr>
<th>Ways to contribute</th>
<th>No. of respondents who mention this point</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Giving opinions, suggestions and ideas</td>
<td>27</td>
<td>14.6</td>
</tr>
<tr>
<td>Contributing one’s expertise, knowledge, skills and time</td>
<td>26</td>
<td>14.1</td>
</tr>
<tr>
<td>Keeping abreast of developments of HKU, participating in its activities, and showing concern over its future development</td>
<td>26</td>
<td>14.1</td>
</tr>
<tr>
<td>Showing concern over governance and core values of HKU</td>
<td>23</td>
<td>12.4</td>
</tr>
<tr>
<td>Being mentors, sharing experience with students</td>
<td>15</td>
<td>8.1</td>
</tr>
<tr>
<td>Giving donation</td>
<td>14</td>
<td>7.6</td>
</tr>
<tr>
<td>Building network among alumni, and participate in alumni activities</td>
<td>13</td>
<td>7.0</td>
</tr>
<tr>
<td>Helping to promote the image of HKU and its graduates</td>
<td>9</td>
<td>4.9</td>
</tr>
<tr>
<td>Role of Convocation</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Others</td>
<td>30</td>
<td>16.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>185</strong></td>
<td><strong>100#</strong></td>
</tr>
</tbody>
</table>

* The total number is greater than the number of respondents to this question, as some respondents have given replies that fall under more than one category.
# Figures do not add up to total due to rounding.
15. Worthy of note is that respondents hope to contribute to the University through giving opinions, suggestions and ideas. They welcome the opportunity to express their views through surveys of this kind. Respondents are also willing to contribute their expertise, knowledge, skills and time. Some follow closely what is happening in the University, and show concerns over its future developments.

Concluding remarks

16. HKU Convocation, which comprises all alumni and teaching staff of the University, has a right and a duty “to discuss any matter whatsoever relating to the University...” (section 10(c) of Statute XXVIII of University of Hong Kong Ordinance and Rules of Convocation). In the report of the Review Panel on University Governance, the expert panel suggested strengthening the role of HKU Convocation as a “vibrant organization under the umbrella of its formal status in the University”. Despite a relatively small number of respondents, this pioneer online survey represents an important step to reach out to, and solicit opinions from, members proactively. It helps forge a closer tie between the University and its stakeholders. The report will be published, and a copy will be submitted to Professor Zhang. This hopefully will stimulate useful and constructive interactions between the new VC and Convocation members.

17. In recent years, HKU has faced a number of challenges amid major social and political issues in Hong Kong. As put by the Review Panel on University Governance, there has been “unusually high levels of political tension in Hong Kong” in the past few years and “these tensions have inevitably spilled over into university life, particularly at HKU.” Besides, changes in local and global higher education environment, Hong Kong/Mainland China policymaker’s funding mechanism, as well as international and advance technology development pose additional challenges to HKU, whereas new opportunities are open for HKU to excel on the basis of its legacy and competitive advantages. In the midst of all these challenges and opportunities, most respondents of the survey believe that the new VC should give top priority to upholding the core values, tradition and the reputation of the University, whereas higher international ranking, fundraising, and teaming up with Mainland universities are, relatively speaking, considered as lower priority areas. The advice most mentioned is to safeguard academic freedom, freedom of speech and expression and institutional autonomy. Respondents also attach great importance to enhancing teaching and learning, and to steering HKU towards a truly international university. Most respondents are prepared to contribute more to HKU, through giving their opinions and suggestions, contributing their expertise and time, and various other ways. We believe Convocation members is a valuable pool of resources that the University should tap into.

18. Lastly, we would like to thank Convocation members who have participated in the survey. We also wish to extend our gratitude to HKU’s Information Technology Services for setting up and administering the survey website, and to the Convocation Secretary for her assistance. Our thanks also go to all the members of the Convocation Standing Committee, who have contributed their valuable comments to the process of survey design, fieldwork preparation, and result interpretation.

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2 The Report of the Review Panel on University Governance (February 2017), p.38, item 117
Appendix A: Procedures and Questions of the Online Survey

The University of Hong Kong Convocation
香港大學畢業生議會

Opinion Survey on the work priority of the HKU Next President & Vice-Chancellor

Dear Convocation Members,

HKU Convocation, a statutory body comprising graduates and teaching staff of the University, is dedicated to engaging graduates and teaching staff in offering our support and ideas to HKU, and to bringing HKU Convocation members and the community closer together.

You are invited to complete the following online survey about the work priority of the next President and Vice-Chancellor of the University. There are 12 questions in this survey and would take you about 5 minutes.

This survey is conducted independently by HKU Convocation Standing Committee. The views expressed in it are not necessarily those of the University. The consolidated survey findings will be provided to the next President & Vice-Chancellor for his reference. The results will be published on the Convocation website. If you have any question in relation to the survey, please contact Dr King-wa PM, Convener of University Affairs Sub-Committee via convcom@hku.hk.

Start
### The University of Hong Kong Convocation

**Opinion Survey on the work priority of the HKU Next President & Vice-Chancellor**

An evolving environment for higher education, in part owing to technological, social, and political changes, presents opportunities and challenges for the HKU going forward. In your opinion, what are the areas that the next HKU Vice-Chancellor should focus on and give priority to?

Please evaluate the importance of the following areas. "1" means "not important at all" and "5" means "very important".

<table>
<thead>
<tr>
<th>Area</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upholding the University's core values and safeguarding its interests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund raising</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximizing innovation and entrepreneurship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher international ranking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthening university governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Further enhancing the University's research excellence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internationalization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Internationalization**

**Team up with the Mainland universities**

**Maintaining the University's autonomy**

Any other(s)? Please specify.

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Do you have any advice for the HKU's next Vice-Chancellor?

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Please share your thoughts on how you can contribute more to the University of Hong Kong. Every thought counts!

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Submit
Appendix B: Distribution of choices of each item in Question 1

Upholding the University's core values and safeguarding its integrity

Creating impact

Bar charts showing the distribution of choices for each item.
Appendix C(i): Responses to the open-ended question on “Any other areas that the new VC should give priority to” - A summary

<table>
<thead>
<tr>
<th>Area of priority</th>
<th>No of respondents who mention this as a priority area*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uphold the core values, tradition and reputation of the University</td>
<td>92</td>
</tr>
<tr>
<td>· Safeguard academic freedom</td>
<td>51</td>
</tr>
<tr>
<td>· Safeguard freedom of speech and expression</td>
<td>40</td>
</tr>
<tr>
<td>· Safeguard institutional autonomy</td>
<td>19</td>
</tr>
<tr>
<td>· Keep the tradition and core values of the University</td>
<td>7</td>
</tr>
<tr>
<td>· Others</td>
<td>9</td>
</tr>
<tr>
<td>Enhance teaching and learning</td>
<td>56</td>
</tr>
<tr>
<td>· Groom students with vision, critical thinking, professionalism, preparedness for changes, morality and care for community</td>
<td>19</td>
</tr>
<tr>
<td>· Put emphasis on the quality of teaching</td>
<td>16</td>
</tr>
<tr>
<td>· Be supportive to students, listen to them and build trust, and foster an atmosphere of harmony, mutual respect and support</td>
<td>13</td>
</tr>
<tr>
<td>· Greater diversity in the courses offered</td>
<td>2</td>
</tr>
<tr>
<td>· Others</td>
<td>7</td>
</tr>
<tr>
<td>University and politics</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>· Defend against political interference from Mainland China</td>
<td>13</td>
</tr>
<tr>
<td>· Stay away from political issues and avoid politically sensitive issues</td>
<td>11</td>
</tr>
<tr>
<td>· Defend against political interference from the Hong Kong government</td>
<td>10</td>
</tr>
<tr>
<td>· Maintain good relationship with Chinese authorities, promote national identity and contribute to China</td>
<td>6</td>
</tr>
<tr>
<td>· Others</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Improve governance, management and administration</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>· Enhance transparency, accountability and communication</td>
<td>9</td>
</tr>
<tr>
<td>· Put in place a good and fair performance appraisal system, attractive compensation packages, greater job security and fewer artificial quantitative targets</td>
<td>8</td>
</tr>
<tr>
<td>· Streamline administrative procedures</td>
<td>4</td>
</tr>
<tr>
<td>· Chief Executive of HKSAR should not be Chancellor</td>
<td>2</td>
</tr>
<tr>
<td>· Others</td>
<td>9</td>
</tr>
</tbody>
</table>

<p>| Strengthen research | 25 |</p>
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Improve the environment for research, offer more scholarship funding and encourage local students to undertake research career</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Ensure integrity of research</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Support technology transfer, start up and commercialization of research findings, encourage partnership with industry</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Co-operation with Mainland universities</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Co-operation among different faculties/departments, and with other local universities</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Less emphasis on short term quantitative targets, more on long term path breaking research</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Others</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td><strong>Build a truly international university</strong></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>A more international academic environment, internationalization is not “mainlandization”, increase international staff and students other than those from the Mainland</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Teaming up with international universities</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Others</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td><strong>Create greater impact on the Hong Kong community</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Safeguard Hong Kong’s core values and speak up on Hong Kong issues</td>
<td></td>
</tr>
</tbody>
</table>
· Encourage research concerning the local community, and drive community projects | 6  

· Others  | 5  

| Establish closer connection with alumni | 3  

| All others | 16  

* The sum of the sub-categories may be greater than the number of the corresponding broad category as some respondents have mentioned more than one sub-category in their replies.
Appendix C(ii): Responses to the open-ended question on “Any other areas that the new VC should give priority to” - A full list

1. Keep HKU the first choice among students and parents

2. Keep the HKU tradition and speak out for the core value of both the university and Hong Kong

3. 捍衛言論自由，捍衛學術自由
   捍衛院校自主!
   老師及員工薪酬制度應維持現有制度不應轉變!

4. It is very important to safeguard traditional value and strengthen world first class competences of HKU, in view of increasing competition of local and regional Universities.

5. Encouraging more Hong Kong students to further researches, especially in science and public health researches, by opening more opportunities and allocating funding support that are only for local students.

6. There should be less political issues in the Campus. Instead, more academic and social activities among the faculties and with other universities should be organised. Cooperation with the Mainland universities are also beneficial to the university and students.

7. Promote a supportive environment for staff to work

8. 捍衛學術自由

9. be patient to real listen to what the student requesting, be calm to student

10. HKU is the oldest university in Hong Kong. It should develop research into and for the local community, apart from maintaining its reputation as an international university.
11 Safeguarding the freedom of speech and freedom of academics of the students and teachers of the HKU, avoiding unnecessary and distorted attack

12 Safeguarding academic autonomy and freedom

13 Enhancing teaching & learning

14 Safeguard the University from the political influence from Mainland China

15 Safeguard the freedom within the campus and the autonomy. Not tying with the government and her officials.

16 Uphold university autonomy
   Avoid interferences from the government

17 strengthen governance, make positive contribution to community, obey Chinese Constitution and Basic law

18 Graduates are losing confidence about our Alma Mater’s governance. The Vice-Chancellor needs to do something about this.

19 It would be good to improve the research working environment for students, postdoc and profs. For example, some labs are very very smelly and nobody care about what the students are breathing in for 4 years or so when they work in the lab for their PhD. It's not good to their health.

20 Enhance teaching and learning.

21 . Enhance the education quality, helping to groom graduates with vision, care and commitments for Hong Kong society and China, as well as high standard of professionalism.
   . Maintain a harmonious and embracing environment for students to learn.

22 It should be "Teaming up with prestigious, internationally highly ranked universities" instead of limiting to Mainland universities.

23 Protecting freedom of speech within the university
Create research results to benefit the society and mankind, not to get involved into the dirty politics, no matter they are blue or green. If anyone yelled he/she is a Saint, ask him/her to donate all his/her belongings to the poor and needy, not staying in a luxury flat, tasting expensive red wine, using the most updated mobile phone, or even creating evil wealth from nothing in the unfair property market, while doing things to hurt others and yell hysterically he/she is better than others.

Instead of giving funding and opportunities to overseas / mainland students, It would be great to create more opportunities / incentives for local student to pursuit academic / research career. There are very little non-clinical local academic staff or research postgraduate students. More funding opportunities should be given to local students. There should be a more stringent requirement for research postgraduate students admission and graduation. English proficiency among research postgraduate students can be disastrous. They are often assigned with teaching assistant duties in undergrad / taught masters program. Their limited English proficiency often reflect poorly on the image of HKU especially among the taught masters students who are already well-established in their career with multinational exposure. Most research postgraduate students are often admitted / passed probation period with no difficulty at all. I suggest an implementation of a more stringent system for passing the probation period such as a public defense instead of just filling in an online progress report.

Performance Appraisal; Management Efficiency; Academic industrial collaboration

1. Safeguarding academic freedom
2. Empowering Faculty autonomy

We are a research university but teaching should be equally important.

Speak up when necessary

not to interfere with freedom of academic research and conscience

Enhancing qualities of local students so that they are as competitive as students from mainland.
Respectful environment

Ensuring academic freedom and freedom of expression.

Resist unhealthy impact from China

All the University's decisions and considerations must not to be interfered or affected by the Hong Kong Government, Mainland Government, 中聯辦 or other 中央機構/組織 in order to maintain the University's independence.

To maintain and to be seen to have maintained such independence, all members of the University's governance team should refrain contacts with the organisations mentioned in the first paragraph as far as possible.

Resisting the influence of mainland China including the Liaison Office and pro-Beijing council members.

Be accountable of his performance to the university community, not the few Council members at the top.

Investigating the pseudo-research practice by some of the top academics at University which is corrupt and violating the law.

cultivating good conscience of university students with ethical / moral / humanistic values e.g. integrity, multicultural sensitivity

cultivating practical wisdom and competence of students in coping with unprecedented daily life challenges in local, national, regional and global perspectives

Affirm HKU identity as an institution of HKSAR, part of China. Operate in this context and contribute accordingly. Cultivate among the students, especially ethnic Chinese, a sense of Chinese nationality, patriotism and a familiarity with Chinese culture.

NO intervention from * CHI-NA!

Improving teaching standard and academic achievements.

Nurture public academics.
Equal opportunity and fairness among staff. Uphold democracy and freedom of speech.

Maintain HKU a respectable university, as it has always been, that the people of Hong Kong love and admire from the bottom of the heart.

Community engagement

Restoring the morale of staff and students is important which appears to be at a low ebb because of so many decisions of top management. Strengthening university governance is important as the work of the management team, including the President's top deputies and advisers, Deans of Faculty and the Senate and Council affects all student and staff members of the university, and eventually the morale and effectiveness of the university as a whole. A greater transparency in how appointments are made, and a greater degree of objective monitoring of the effectiveness of work at each level against agreed and consistent goals is therefore required. Please encourage good teachers, staff who care about the students learning and welfare should also be acknowledged.

protect the University from mainland Chinese and the SAR government's interference

Offer more place for studying.

1) Instilling a performance based culture - weeding out non-performers and hiring productive staff members 2) doing away with the sense of complacency that has been affecting HKU's performance 3) upholding academic freedom and freedom of expression of staff and students 4) streamlining the cumbersome administrative processes and procedures

Besides enhancing research excellence, it is also valuable for instructors/prof/TAs to also improve their teaching skills and public speaking presentation skills

Why is there an option in the survey for "Teaming up with the Mainland universities" but not "Teaming up with overseas universities"? This is an inherent flaw in the design of this survey.

aligning HKU values with Hong Kong's core values
Protect students’ freedom of speech and expressions of their ideals in political debates and protests.

Build a harmonious and productive atmosphere in the university

Internationalization doesn’t mean enrolling more Chinese students / allocating more exchange quota to Chinese students. It’s important to make the academic environment more diverse.

safeguard the student on behalf of justice

Maintaining high quality of the teaching staff members.
Open up more spaces in the medical school immediately in order to alleviate the problem of shortage of medical doctors in HK

The University should distinguish itself from other Hong Kong Universities by providing direction and initiative in maintaining Hong Kong’s autonomy and independence.

To stand firm for the benefits of the University of Hong Kong, and only for the benefits of the University of Hong Kong, when conflicts arise or pressure exerted

Extend research focus and interest outside of China, and increase the internationality of students, as the proportion of Chinese students are seemingly increasing (especially for PhD students).

Cultivating the younger generation of academic staff and students for a vision and a mission of serving for common good (rather than climbing social ladders for power and wealth) - very important goal (and how to achieve this goal along other goals is not simple, and requires serious think-tanking), category 5 of the five-point scale.

Promote an academic community within the academic and student population with collegiate and critical friend attitude.
Other very important measures in my opinion as a recent PhD graduate:
(a) Reducing unnecessary bureaucracy within HKU (such as streamlining FEO procedures), and
(b) Attracting and retaining top faculty by improving their treatment overall (in terms of raising compensation and benefits, and reducing the pressure to chase after inflated publication count to artificially boost rankings, which appears to be demoralizing the faculty, at least in MedFac).

Uploading academic freedom

Reform the University's constitution to remove the HKSAR Chief Executive as Chancellor, ex officio.

All means must lead to the main values of HKU.

Research of excellence should include, as one of its focuses, on how to enhance the quality of life for the people of Hong Kong.

Uphold academic freedom

Independent and unbiased. Respect academic freedom. Free from influence of all other authorities and governments, whether actual influence or apparent influence or the appearance or impression of influence.

The Vice-Chancellor should stand up for the academic freedom with integrity, and he should not bow to pro-establishment camp pressure or pressure from the Liaison Office of the Central Government.
I think the University should offer more assistance to students on career development.
Firstly, the reputation international ranking of the University is definitely need to work on with. The research excellence is definitely a great concern.
Secondly, my faculty (law) has a quite harsh GPA system at least in my years. When I go out for interview, the interviewer told me frankly that I am the second lowest applicant in GPA who are invited to interview. But later he commented that I am one of the best in answering the technical questions. So the GPA in HKU is really not competitive, compared with CUHK and CityU and other UK schools like Bristol. It created great concern to me when I was looking for a job.
Thirdly, autonomy and core values are great. But we need to be practical and HKU need to be practical and rational about politics. People can have different views. But if it amounts to verbal violence, I doubt it should still be tolerated.
Fourthly, HKU is very famous in not being student-friendly in the sense that when we want to do something, we do not have the necessary assistance from school. i.e. Exchange students who want to transfer credit would need to go back and forth several times to argue; students in competition do not have supervising teachers.

Enhance governance with higher degree of transparency. even at the learning and teaching level, not all departments send back their assignments to students for formative feedback and mark checking. Just like all decisions are made in a black box.

捍卫学术自由

Serve for the goodness sake of the world, the nation and Hong Kong.

Protecting freedom of speech.

Importance to build effective internal communication channels which can ensure staff and students have chances to give feedback to the VC on university matters.

Ensure academic freedom

Strengthen research on Hong Kong studies
Improve employment prospects and security of contract teaching staff
A system to encourage/ensure students to serve the society

Focus more on community and help drive community projects. The Lai Chi Wo revitalisation project is a good precedent.

In line with international best practice, extend the retirement age.

Most importantly, to defend academic freedom.

strengthening support of technology transfer, start-up and commercialisation; Partnership with industry in research, innovation and entrepreneurship; Enhancing and diversifying research scholarship funding

Do not use globalization as a sham to admit even more Mainland students AND TEACHING STAFF. Notwithstanding their alleged academic excellency, their demonstrated conduct, behavior and integrity are not up to the long standing values of the HKU.

Do not use globalization as a sham to admit even more Mainland students AND TEACHING STAFF. Notwithstanding their alleged academic excellency, their demonstrated conduct, behavior and integrity are not up to the long standing values of the HKU.

Hire new SMT members as the current ones suck.

What is the core responsibilities of the University? It must be to create, preserve, and to pass knowledge. To pass on knowledge is teaching students. Teaching excellence is important and probably is different from popularity and preference that are the focus of the teaching evaluation now. This has not been mentioned. Moreover, the importance of morality (such as responsibility, serving attitude, genuineness, and love etc) of students could not be overstated as it determines what would be Hong Kong in the next generation.

*Academic freedom* is an important core value of HKU that should be carefully protected with the utmost effort. *Transparent governance* is also important, that should be democratized some that all members of the HKU community (students, faculties, alumni, management, non-academic staff members, etc) are engaged in setting the policies and directions of the University.
In any academic field, it is good to "teaming up" with other universities that can help improving each other. It may not be a good idea to set limit to Mainland universities instead of universities all over the world.

Provide a safe environment for students to think and voice out their opinion and safeguard the freedom of speech.

Develop university as focus for intellectual discourse. Educate students to think. Should not merely prepare students for a profession or vocation.

Provide more varieties in degree courses. For examples, Aviation Management, Aerospace Engineering, Astronomy, Veterinary Medicine, Chemical Engineering, Biomolecular and Cellular Engineering, Automobile Engineering, Performing Arts, Gambling Management.

taking care of the 'administrative' aspect - e.g. HR reform, salary review, benchmarking benefits with other local universities

Upholding academic freedom against government's pressure

Maintain the uniqueness of the University as the key university in Hong Kong.

foster a very good relationship with Chinese authorities and focus on technology & knowledge transfer
stay away from politics
manage the accounts of the student bodies properly

The new president and new vice-chancellor should embrace the best interests of HKU and resist the interference of mainland China.

Maintain the freedom of expressing political views. Respect the different political views towards government and China.

Protecting freedom of speech of academics and students.

Establish new undergraduate courses such as Aerospace, International Politics and Robotics.
Stop involvement with politics, dismiss students and staffs who do

Safeguarding academic freedom and freedom of speech.

Maintain academic integrity and freedom

保護港大名聲

maintain the core value of upholding virtues (在明明德) in promoting compliance with laws and order.

Uphold academic freedom.

Please be reminded that being international/ connecting to the world doesn't mean connecting to China only.

Shall strike for maintaining academic freedom which is the utmost importance

Maintaining its independence and staying away from any influence of the government

ensuring that students still have the right to protest and stand up for what they believe is right; less emphasis on numbers, ranking, quantity in research "outputs" (especially moving away from the concept of writing as an "output" at all)

To cancel the automatic appointment of the Chief Executive as Chancellor.
To suspend Arthur Li's position in the board of HKU.
To eliminate all linkage with the Central People's Government and its mainland universities.

Enhance meaningful academic involvement in improving the delivery and quality of secondary education system of the Hong Kong SAR.

Defending the University's academic independence should be at the top of the Vice-Chancellor's list.
Maintenance of the standard of teaching; Consider increase the number of students in LKS Faculty of Medicine to alleviate the shortage of medical doctors in HK

Encouraging more HKU students to join local and international competitions. It appears that HKU students do not get outstanding results in the local and international competitions in recent years.

Internationalization that brings cross- and inter- countries exchanges and co-operation. Intra-country collaboration or exchanges is not real internationalization.

Let political issues leave HKU campus forever to avoid political issues like HK independence, self-determination become subversion base against HKSAR & CCP, Chinese governments. Avoid any CIA, MI6, NED, NSA moles intelligent agents stay in HKU by pretending as visiting scholars and students here to trigger colour revolution in campus like violent attack or bombing attack in future!

Transparency and accountability in university governance.

Upholding the core value of HKU, Hall education is one of the most important parts in it. Maintaining HKU's autonomy is most important, esp. under Chinese government strong controlling disposition. Education is to let people grow up instead of copy the value from government or politician to people.

為中國而立

Nurture quality student to be responsible members of the society
The University of Hong Kong has a valuable role to play in advancing the real-world impact of medical and educational/KE reforms in China through platforms such as SIRI, ZIRI and HKU-SZH. These can be considered our key strategic frontiers for the 21st century; and our areas of natural leadership potential. We should now engage fully to provide clear and unambiguous internal direction and reward systems for driving these mission directives forward. There is a consistent feeling that current and old University promotion and PRD systems pre-date these new projects and fail entirely to motivate the work of those who sacrifice most at the "coal-face" of reform work as everything is simply reported back as "not counted". Without deeper institutional reforms now, we risk losing the very limited human resources drive to push these already very challenging tasks forward.

Hate speech and act of violence by students and staff of the university should be strictly forbidden and severely punished.

Defend for the freedom of speech for the students and staffs
Play leading roles in revolutionizing the culture of the university to meet worldwide standards in various aspects
Play major concerns to the rights and financial support to the junior faculties and senior research staffs

safeguard freedom of speech of students

Protecting and maintaining academic freedom and freedom of speech of scholars, staffs and students from political pressures.

Connection with alumni.

While the university strives to enhance its international ranking, research excellence as well as innovation and entrepreneurship, it is essential for everyone, including the management, to bear in mind that this is an academic institution and education is the core mission. Autonomy is one of crucial factors that ensure HKU's reputation as a world-class university.

Safeguard the academic freedom and the freedom of speech

Protect the student and academic freedom.
safeguarding the freedom of speech of the students. 
listening to the voice of the students.

The Vice Chancellor should strive the balance of autonomy and accountability, for society and nation.

Protect academic autonomy, and freedom of expression and speech

HKU shall have its own view instead of always in line with the HKSAR. HKU shall be impartial and voice out if there any injustice issue.

Ensuing excellence in teaching and nurturing youngsters to be competitive in their specialized area. 
Promoting the positive economic and social development of our country. 
Less administrative burden of research and teaching staff. 
Help students to focus on long-term benefits.

As the new comers of our University were generally of a younger age then decades ago, and in view of the general lack of ethical training in our secondary education, more emphasis on ethical education may need to be prioritized so as to laid a competent background and personality for our younger generation.

Freedom of speech is very important.

Hope the University not deeply involved in political issues.

Less parenting by giving more freedom for students to craft their own path with abundant inspirational life experiences.

Internationalization = Mainlandization. We have enough mainlanders occupying our places.

PROTECT THE FREEDOM OF SPEECH ENJOYED BY STAFFS AND STUDENTS.

Defending academic freedom
It is important to be professional in what you do. That includes upholding the principles of independence, impartiality, integrity, equality and justice.

Safeguard freedom of speech and freedom of academic research.

Respect the academics.

Strengthening academic links with both local, mainland and overseas Universities; Creating an environment of strong academic pursuit, mutual respect, mutual trust and synergistic interaction rather than antagonism;

学生及教师的纪律及对法律的认识和尊重。对国家的尊重。那些不爱国的人可以不爱国，但请不要诋毁别人的国家。

To ensure that individual student or staff would not be censored or persecuted because of the personal political stance; student and staff won’t be punished because of participating in social movement. To create an active civil community to support the Hong Kong democratic movement.

Do not allow University staff involved in unwanted political debate.

Self governing University. Hong Kong Police or Army not welcome or invited to maintain daily running and safety of the University and premises. Freedom of Speech including academic freedom, no internal censorship.

Uphold the University's autonomy while staying away from politics.

Encourage students to learn from non academic activities and read more humanities subjects for wholistic development.
True internationalisation should be promoted. Besides, use of English (and to some extent sometimes, at the expense of Chinese) should be emphasised. Honestly, as a tool of true internationalisation, students should be encouraged to learn a language other than English and Chinese, and students who have already attained middle or advanced level of any language other than English and Chinese (whether to be proven by recognised external examination bodies or in-house test designed by HKU) should be given priority or bonus mark in admission.

加强對入學學生的品德要求和培訓。回應大衆對香港大學畢業生的期望。

Academic freedom is essential to the university as a learning community.

Free from political pressure from either Hong Kong or China

Very disappointed that the international ranking of HKU keep dropping, we shall focus on international affair more.

Modify the internationalization definition. Currently HKU is "international" because it has many students from Mainland. There is not real international university at all. There are classrooms and research environments in which the Mainland students and scholars are prominent, by provoking an environment with one type of perspective (Chinese), by provoking discrimination and poor studying/working environment.

Ensuring that HKU is a domain for scientific and intellectual pursuits and that there will be no deterrence whatsoever of freedom of expression and academic autonomy at HKU, nor the fear by members that such freedom and autonomy would be undermined on any day of the 365 days of a year.

Back up staff and students, respect staff and students opinion

Treasure the university's heritage since its inception.

Maintain/increase communication with alumni/undergraduates
I hope the new vice chancellor can review the history of HKU and student union contribution/leading to HK society. Protect our future generation.

Personally, I think that HKU has become too involved in HK's politics, or becoming a tool for HK's political fight. University should focus on its research, teaching excellence and innovations. Attracting the brightest talents and equipping them to make positive impact on the economy and society is key. Cooperating with Mainland universities is inevitable if HKU (in fact, HK as a whole) wants to maintain its relevancy in Asia or world economy. Recent saga on governance and autonomy seems too much of a distraction. Too much argument and losing sight on the most critical mission.

Please safeguard academic freedom and autonomy.

Inspire students and staff.

None of the above highlights the qualities of our students. There should be strategies to

1. Prepare students to become global citizens with competencies and social commitment

2. Equip students with basic traits of our motto “Sapientia et Virtus”, like critical thinking, constructive opinions, kindness, personal ethics

3. Help them acknowledge the challenges they face (e.g. uncertainty about the politics; globalisation) and build confidence in sketching their destiny of themselves and Hong Kong

Extremely important to uphold academic freedom and freedom of speech in campus!!

care about the career prospect of graduates

Stand firm against any form of HK independence. Keep firm against claims of Lesbian, Gay, Homosexual, Trans-sexual "rights".

To resist interference from Mainland authorities especially in matters of academic freedom and freedom of expression.
Turn HKU into a top-notch private university so as to have more flexibility in governance and resource management (including hire and fire, and use of funds). Fund-raising is only important for achieving this objective and not for lining individual pockets. University's autonomy is only as good as the leaders and the faculty. Autonomy has been abused in recent years!

Protecting research integrity and independence.

Take more concern on the current affair of Hong Kong and protect the freedom of students and staff revealing their opinion.

More than ranking and research, the University's focus should be on teaching and thus help develop Hong Kong's future generations.

Keep independence of university policy

He must find something that he has a rooted relationship with HK or HKU. Indeed, he was born in China and studied in foreign countries. I believe he knows very little about HK or even HKU. Can he find some linking with us instead of only mainlanders?

supporting hk to develop further

Uphold academic freedom. Prioritizing opportunities for local students over mainland students.

protect academic freedom and freedom of expression of staff and students

University should devote more attention to teaching instead of its apparently sole focus on research.

We need international students (both undergrad & postgrad) from all over the world, not just overwhelmingly mainlanders. Teaming up with Mainland universities will just make the situation even worse, please don't make us dislike our alma mater.
Protect academic freedom and freedom of speech for the staff and students in the campus and maintain integrity of conduct at work to attract the best professors and students from different backgrounds. Top researchers should have excellent academic results as well as good reputation in the public.

Internationalization is not equivalent to "mainlandization". Promoting HKU around the world, in particular put emphasis in Europe and US is the key of success.

Maintaining the university's autonomy under the ever encroaching threat of outside influences.

Moral and Values

Strengthening its many links with the alumni.

Closer collaboration by various faculties/departments with their respective industries in the HK community.

Teaching

Establishing a leadership position among universities in Hong Kong on key issues affecting all local universities, such as some of those listed above.

Protecting human rights, freedom of speech, freedom of academic expression.

- Rebuilding trust with the students (Rated 5)

Uphold academic freedom and freedom of speech especially in view of current political environment.

He is expected to speak up and defend freedom of speech and independence of academic opinion.

Be outspoken on Hong Kong issues -- be the university that people would look up to for thought and direction. Be more than an academia.
Keep nurturing our local generations under the mission and vision of HKU.

Developing students’ humanity. Defend academic freedom, stand up against all unreasonable authorities, particularly China.

Promote individual and critical thinking, encourage debate on various subjects in social, scientific, cultural and political fields.

Upholding the values of academic freedom

Make sure that there is freedom of expression of the highest order on campus.

Set min. standard of behaviour of students and staffs. Some students and staffs have very poor behaviour which is not acceptable from the point of view of general public.

It's a hot potato issue, but I think the University must play a part in encouraging students to become socially and politically conscious, and active to a certain extent.
1. It is highly important for the university to increase housing allowances for all the professoriate staff to encourage an even higher research morale and attract talents globally.

2. The university could establish more internal grants that allow more flexible usage and faster approval to foster research. The General Research Fund of HKRGC has a very long review process and rigid requirements of expenditure, which to some extent, slow down the research cycle and impact in Hong Kong.

3. RAE is an important way to ensure high research quality of universities in Hong Kong. However, I believe colleagues all hope that senior management of HKU can be more farsighted than other universities in Hong Kong and consider RAE in a more balanced view. Personally, although I am quite productive and most of my research is 3* and 4* by the RAE standard, I am afraid that the relatively short cycle of RAE and its dominant preference over journal articles (though I am mainly an article person) may potentially add rigidity to research and deter bold innovation and creative varieties of research in the long run. Without RAE, Harvard, Stanford, and Berkeley are, however, research engines and pioneers of the world. To be a leading research institute like them, HKU may want to strike a balance between RAE and nurturing long term scholarship. Having years of working experience in leading universities in US, Professor Zhang may provide professoriate members of HKU more advice on how North American scholars have balanced between meeting short-run research pressures and long-term more path-breaking scholarly goals.

Freedom of speech 5

Mentorship for junior faculty members; upholding scientific integrity

Diminish the power of the students’ union in the university’s governance.

The traditional values of autonomy and not biasing to the mainland Chinese students, respects to the academia, upholding the integrity of researches conducted at the University are all very important. But these have been deteriorating over the last 10 years! What a tragedy to an internationally renowned university!

炒左李國章
Promote and practice the following in campus and beyond: environmental protection (waste reduction and recycling, green energy; health diet and organic farm produce; conscientious consumption (supporting fair trade and/or local & small businesses); cultivation of love for planet Earth and humanitarian value as opposed to overly market- or profit-oriented ideology.

Maintain freedom of expression
Internationalization means attracting more staff and students from around the globe instead of people from Mainland.

strengthening academic n teaching excellence

Safeguard academic freedom and institutional autonomy

Care about students, can communicate closely with the them

Improving HKU ranking in research should be the top priority of the President of HKU.

The vice-chancellor should protect the freedom of expression and academic freedom from the authorities, no matter hk or mainland, as they are trying to interfere the university’s governance and persecute students and scholars with different views. The vice-chancellor should work for the students and staff of the university but not for the authorities. Resume the autonomy of HKU and no more black hands from the gov.

Do not allow University staff involved in unwanted political debate.

Over the years, there have been an unfortunate trend of measuring the achievements made by academic papers by the quantity of papers they produce. Teaching and practical experience bear a very small weighting on promotion. More focus should be given on quality and not quantities and also on teaching.

Uphold Academic freedom and guarantee freedom of speech in campus.

Clear communication of core value and how to achieve them
Maintain freedom and independence

Ensuring teaching excellence for the best outcome - high quality of graduates

The number of paper is less important, it cannot be the top 1 criterion to evaluate the performance. Faculties need to do real impactful things. Collaborations are important, especially for the data science related disciplines. Young faculties need more incentive to do novel research instead of staying in their comfort zone until tenured, when they have no energy to explore new things.

1. maintaining university autonomy is a very important issue, But I do not want to put it in higher ranking because I do not want it be misuse. Autonomy should mean out of the interference from a small group of student who has no intention to learn and study.
2. University is a place to learn ,not only knowledge itself. Student should be more educated instead of providing student who only knows dirty words, threatening others and destructive actions
3. Creating impact is important. the impact should be in science, in research, in culture and in intellectual field, rather than crating turmoil, going into political field for own interest. giving personal examples of irresponsibility, denying previous promise, etc

More support to local students, instead of mainland students, esp Mphil and PhD

Do not influence by HK government or CHINESE government

Uphold the core values of academic freedom and institutional autonomy.

Independent politically.

Maintaining the University’s academic freedom / freedom of expression.

Strengthening the HKU as a comprehensive university in which all faculties, departments, institutions, and research centres are equally important.
Maintain independence from government politics

Internationalization with other countries than mainland

Be responsible to the people of the country and to the world. HK is just a tiny place in China, and a tiny place of the world.

Recent performance of HKU in world’s ranking, Asia’s Universities ranking and research impact are not good at all, particularly when comparing its performance with HKUST in Hong Kong and both NUS, NTU from Singapore. As the leading University in Hong Kong, I think HKU should review about its position carefully, improving its research quality, raising its research impact as well as increasing international collaboration with both overseas Universities and Mainland Universities. From insight of Singapore, both NUS and NTU have established a strong linkage with world’s renowned University (for example set of the Duke-NUS medical school, NTU-TUM programme etc.) Apart from that, STEM research of NUS and NTU keep attracting the spotlight from the whole world in recent years. As a competitor, HKU should keep focusing on its own strength (on its world recognised faulty including Medicine, Dentistry, Law and Education) and catch up on its (relatively) weakness particularly on Engineering and Science and Entrepreneurship development.

Shall uphold academic freedom in accordance with international human rights standards
Enhance democratic participation (academic and non-academic staff, students) in university governance.

Teaming up with other universities in Hong Kong and Asia
Further enhancing teaching excellence

The Vice-Chancellor should prioritise, above all else, his responsibility to defend academic freedom not just in the form of student activism but also in research and teaching.

When it comes to internationalisation, it means internationalisation, going global and celebrating diversity and multiculturalism. Mainland, or integration with the Chinese mainland, is not internationalisation.
Appendix D(i): Responses to the open-ended question - “Do you have any advice for the HKU’s next Vice Chancellor” - A summary

<table>
<thead>
<tr>
<th>Advice</th>
<th>No of respondents whose advice falls under this category*</th>
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<tbody>
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<td><strong>Uphold the core values, tradition and reputation of the University</strong></td>
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<tr>
<td>· Safeguard academic freedom</td>
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</tr>
<tr>
<td>· Safeguard institutional autonomy</td>
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<tr>
<td>· Safeguard freedom of speech and expression</td>
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</tr>
<tr>
<td>· Keep the tradition and core values of the University</td>
<td>16</td>
</tr>
<tr>
<td>· Others</td>
<td>5</td>
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<tr>
<td><strong>Style of leadership and management</strong></td>
<td></td>
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<tr>
<td>· Stand firm for what is right, follow one’s conscience, be principled, think independently and not to bow to authorities</td>
<td>38</td>
</tr>
<tr>
<td>· Be open-minded, receptive to suggestions, strengthen connection and improve communication with stakeholders</td>
<td>21</td>
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<tr>
<td>· Follow the example of Cai Yuanpei</td>
<td>4</td>
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<tr>
<td>· Be willing to learn more about Hong Kong, its history, culture and education system</td>
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<td>· Be innovative</td>
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<td>· Others</td>
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<td>Dealing with politics</td>
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<tr>
<td>· Defend against political interference from Mainland China</td>
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<tr>
<td>· Defend against political interference from the government</td>
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<td>· Be cautious in dealing with politics, maintain neutrality</td>
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<td>· Serving Hong Kong, safeguard its core values; priority given to the needs of local students</td>
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<td>· Serving China and Chinese people, benefitting from China opportunities</td>
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<td>· Put emphasis on the humanity side of university education</td>
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<td>· Stand by students, protect them in their pursuit of justice and human rights</td>
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**Enhance teaching and learning** 20

| · Increase students’ awareness of life planning, life-long learning, encourage them to explore their roles, and think independently | 5 |
| · Improve the learning environment, maintain a harmonious atmosphere and create a humanistic environment that caters to individual needs | 4 |
| · Put emphasis on the quality of teaching | 3 |
| · Broaden students’ international exposure | 3 |
| · Enhance sense of belonging to HKU, Hong Kong and China | 2 |
| · Others | 5 |

**Strengthen research** 14

<p>| · Ensure integrity of research | 4 |
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| All others | 26 |

* The sum of the sub-categories may be greater than the number of the corresponding broad category as some respondents have mentioned more than one sub-category in their replies.
Appendix D(ii): Responses to the open-ended question - “Do you have any advice for the HKU’s next Vice Chancellor” - A full list

1. Keep HKU unique in Hong Kong, Mainland China and the World

2. Stand Firm

3. It's very important to maintain freedom of speech and research in HKU, hope that these values will not be affected by the government of mainland China and HKSAR.

4. Remain neutral.

5. It’s my most sincere wish that the new VC does his very best to safeguard academic freedom and institutional autonomy of the University. He should nurture a liberal atmosphere that fosters new ideas, and should resist political pressure against staff and students whose views are not pleasing to the government.

6. 捍衛言論自由, 捍衛學術自由 捍衛院校自主! 老師及員工薪酬制度應維持現有制度不應轉變!

7. He should be a fair and independent Vice Chancellor and should not be affected politically. He should uphold the university's independence.

8. Be sensitive to increasing political complicated situation in HK. Mind your words, response and what you delivered, be thoughtful of your key decisions which should be in line with the best interests of HKU and HK. Students, Alumni and HK citizens will tell.

9. Preserving the appearance of academic independence and autonomy of the university is critical to maintaining public confidence in the university as a top rated international university. It is thus important to have greater transparency in its governance as well as to have clear delineation of the roles and functions of the Council and the Vice-Chancellor and the various offices under him.
To maintain a harmonious environment within the campus for the benefits of the students.

Be humane. Be principled

Celebrate diversity at work. Ensure ownership and democracy in decision making in appointment of associate deans and discipline heads by elections within faculties to avoid the existing culture of positions for those who keep quiet/ tell deans what they want to hear.

Think what would Mr. Cai Yuanpei do.

kick out Arthur Lee asap, keep HKU independent from the government and communist

Safeguard the freedom of expression in the University

The VC should take a pro-active role in assuring students and staff that academic freedom and institutional autonomy are safeguarded. The University Council needs to be reformed so that university staff and students would make a majority in the membership.

regular survey of students and alumni opinion on important / hot issues (academic, political, etc...)

Maintain University's strength in collaboration with other universities internationally outside China

Be open minded and accept all ideas from different people.

Arthur Li, please leave us. Let us have the University's autonomy

Learn more about the significance of Hong Kong and its history

open mind, communicate with all stakeholders, be firm in core values.
23 Strive to uphold the university independence

24 it would be great if there are more permanent/long-term jobs for researcher, so that they can spend more time and energy on research rather than having to find another job all the time

25 He or she should uphold the core values of HKU and protect the freedom of speech for all its academic activities.

26 The Vice-Chancellor should further enhance our students’ sense of belonging towards our HKU, HK and country - China.

27 Don't change the operation of the university because of ranking. Undergraduate teaching and research is equally important.

28 Be less quantitative-oriented; create a humanistic environment that caters for individual student needs.

29 Being an independent tertiary education institution, the Vice-Chancellor should uphold the university’s academic autonomy and never shall any university members be subjected to harassment from the central government.

30 Stand firm, not afraid to take appropriate action against lecturers e.g. 戴耀庭 and students who upset the society, and misleading other students. This will help them to learn and also to uphold the core values of the university.
1. Strive to get a Nobel Prize in Science Research (Physics, Chemistry, Physiology or Medicine) to benefit the mankind. Sir, when can we achieve this, or near this? With these concrete achievements (or even just the demonstrated enthusiasm and effort towards them), we can influence the youngsters more on the right track in study, not the meaningless/hysterical struggles with dirty languages. More importantly, these things really benefit the mankind, no those lip services.

2. Put the university on the right track, focusing on academics. Stay strong when we face lousy people, including government officers, political activists, or even students, who try to use us to fulfill his/her political agenda, no matter they are from the yellow or the blue.

3. Influence the government to do things for the poor and needy, with concrete professional research results as a tool. Work closely with the government in the policy to help the poor and needy, including in particular a fairer land policy and a fairer labour policy --- many people labour every day but still live in an extremely poor environment, is this fair? No it isn't. Indeed, this is a true environmental crisis rather than those advocated by environmental activists who live in a luxury flat while yelling against any kind move to reclaim/resurrect land to build houses for the needy!!!). Selfish guys!

Be a Corporate Social Citizen, a leading one, we are HKU!!!

4. I feel extremely frustrated when I see and heard the dirty actions and languages of many students these days. Many do not respect their culture, do not respect their seniors, do not respect the society. Yes, sometimes rebel of youngsters is natural and without a cause, but isn't the education system play a role to steer them on the right manner? Discipline, behaviour and respecting others are important when we select our students, not just the DSE results! These are observable in their past records and some psychological tests.

Build up students' awareness of life planning, life long education.
To be receptive to opinions and suggestions, particularly from current students and alumni. To stand up against any interference to the autonomy and governance of HKU. Priority should be given to internationalization and not creating or maintaining ties with mainland.

All students, especially the undergraduates, should be educated on how to respect the One country two system. However, they should also be given the right to speak out and express their concerns. I hope that the next Vice-Chancellor will be able to handle "political issues" wisely.

Avoid political dispute

Listen more to students and frontline staff

Be independent and bold.

Upholding academic freedom and autonomy should be his prime mission.

The vice-chancellor must defend HKU's freedom of speech, freedom of research, free from political interference, esp. from the Chinese Communist party and her HK government. To really love China, the treasure of this university is being able to reflect freely, to criticise and foster new thinking freely.

University is not only the place to educate people with textbook's knowledge, but nurture and enlighten our next generation to explore their role in our cities. And, the enormous amount of research output does not help to achieve this goal, but adapting back our university's core role to influence them. Our next generation should be given full autonomy to act rebelliously, because they are the only group of people are brave enough to spot the injustice and unfairness of our society and then to voice out. Adults, like many of us, have too much thing to lose and so we hesitate to make changes of the thing we have adapted (unwillingly) for long time. No one society is free from flaws, if everyone of us remain silent, our cities will not proceed into a brighten future.

Be the conscience of Hong Kong society
Dear Prof. Zhang,

Please bear in mind that the university you are going to head is one of the most prestigious universities in HK, China and all over the world. She has her traditions and values in history. As the history of university development, including those in Mainland, tells us, the real impacts and contributions of a university rely on her insistence on academic freedom and college autonomy. Please uphold these principles throughout your terms of services. Thank you. I wish you would leave your fame as the defender of the university in HKU's history.

An HKU alumni in mechanical engineering

The most important task for the next Vice-Chancellor is to uphold the freedom of speech and academic freedom in HKU, which is increasingly under pressure in Hong Kong.

upholding freedom of speech and conscience

He has to choose his image or identity in order to establish real trust.

Timely attention to the students' behaviours, encourage the good and voice out the bad.

Please remember that a world class university does not only serve one country, but serves the world.

With regards internationalisation, the university should attract more students and teaching staff from all over the world, rather than accepting and recruiting a large number of students and teaching staff from China. The next vice chancellor should prioritise the interests of the students over anything else.

All the University's decisions and considerations must not to be interfered or affected by the Hong Kong Government, Mainland Government, 中聯辦 or other 中央機構/組織 in order to maintain the University's independence.

To maintain and to be seen to have maintained such independence, all members of the University's governance team should refrain contacts with the organisations mentioned in the first paragraph as far as possible.
If you choose to be the dog of the Beijing authorities, you will be over very soon!

Please don't try to "mainlandize" the University by whatever means of actions.

Bearing the common interest in mind, the Vice-Chancellor should adopt innovative strategic thinking framework in planning master plan and operational strategies in mediating competing interests and demands of stakeholders concerned; create positive institutional image of significant roles and contribution of the university in addressing current issues.

While maintaining neutrality in political issues, do not feel intimidated to act in accordance with national policies. Do not shrink from speaking against foul languages, radical, indecent and violent behavior of students. Always explain reasons for actions to the public.

This is HK! HK is not China! Get back to China if you like it! Don't mess up HKU!

University's greatest value are its staff and students and it is the quality of students that would make the name of the University to be remembered. Thus one should think about how to make the current students inside the University to be better ones for the future rather than just thinking about how to run the University like a commercial or political institution with all the concerns about governance and autonomy.

- Focus more on improving research standard of HKU and academic reputation globally; less attention on political debate

Maintaining the University's autonomy is the upmost priority though I don't have high hopes.

Don't be the mouthpiece of central govt or hksar govt.

Stop mainlandizing HKU. PLEASE.

Stick to one country two systems. Love your students. Don't become a CEO of the University. Lead your staff and students to fight against tyranny and injustice.
Do not get involved in politics
Solve any conflicts before they are turned into political issues

 Maintain HKU's academic independence and integrity

 You have been given the privilege of leading one of Hong Kong's leading institutions and it is a great responsibility. Please be humble and listen to the views of groups such as Convocation which has no personal interests to promote, and has the good of the university at heart. Do not rely too much on your previous experience working overseas as Hong Kong is quite unique in its current challenges and potential strengths, not only for the university but for Hong Kong as a whole. Please learn a bit more about Hong Kong and Hong Kong history for greater insight, and try to be receptive to constructive input from staff and students and alumni.

 Ensure the university upholds it's core values and focus on educational and innovational development (avoid making involvement in political issues) which allows talented individuals making positive impacts on both local and international scenes.

 Strengthen the career services of HKU; cultivate a better academic atmosphere

 Keep providing talents for development of innovative industry and technology so as to promote Hong Kong as a technology hub in Asia.

 Independent thinking and innovative.

 Research excellence does not mean high level of output (publication) of junk. Stop measuring the quality of professorial staff members by quantifying their research output. And do you know, people who sit on the UGC Research Grants Council have a serious conflict of interest; they vet research grant applications of their own or of their departmental colleagues? People who vet research grant applications have no expertise in the subject matter related to the applications. There is also a strong bias (favoritism) for applications related engineering and natural science. Internationalization does not mean more students (paid or on scholarships) from mainland China.
Academic, research and teaching independence - free from political, funding and government influence.

support freedom of expression; resist the political intervention over the University; give actual support to students who have great contribution in social movement which help create a more equal, freer society.

The autonomy and core values of the University of Hong Kong are the most essential assets that every student and alumnus of the University have long been proud of. So, please keep away from any political influence from or attachment to the local and Chinese governments as far as possible.

Not be afraid of speaking up against external influences affecting the core values of the University and of Hong Kong. Do not bow to pressure in upholding righteous and justice.

Maintain close contact with students within the University, staff and alumni so that their opinions may get through to him and hopefully they will find him friendly and easy-going.

Please do stand beside students and staff under controversial circumstances.

Top priority is to safeguard university's autonomy.

Maintaining the traditions of HKU

Please don't work as follower and change the value in order to team up with the mainland universities and culture!
I am a resident at the Belcher’s (next to HKU). I take MTR and use the MTR HKU Station almost everyday. I note that many of the HKU students are not following the rules when taking the MTR lifts. When they exist the MTR lifts at the podium level at HKU Station, they should exit the lifts in the prescribed exit direction. The lifts open in two directions, one for exit and one for entry. However, many HKU students just ignore the rules and they just rudely leave the lifts at the entrance direction. It is because it is a shorter route for them to get to HKU. Such situation has been ongoing since HKU MTR station was first in place. I find this situation very annoying as this causes disturbance to those people lining up waiting to get into the lifts. I feel very ashamed being their 師姐. This brings HKU into disrepute. I hope you could kindly look into the matter and remind your students to follow the rules when they take MTR at HKU Station. Thank you.

The HKU has the responsibility to put the interest of hong Kong society on high priority.

Upholding the core values of Hong Kong and Maintaining Academic Freedom.

Please pay attention to the physical and mental health of the academic staff. The ‘high-pressure cooking’ for performance and superficial sense of accountability (that pay exclusive attention to what is visible and measurable) has distorted human relationships, and to the worst, pushed for survival at the cost of natural collaboration, which is very sad. Further, it is most tragic if staff members cannot find space to speak to and respond to the core mission/purpose of the university from their way of coping with competing pressures, and if the VC himself is also under huge pressures to please the public (who is the public anyway? which sector?), we may be at risk of a collective track of ‘self-suicide’. I am keen to see the new VC willing to begin with some serious problems by reaching the frontiers of the human hearts, while building on the achievements from predecessors, by finding out what is/are missing...

Stay out politics

HKU is created to serve China. It should be there to serve the Chinese people and the country but not necessarily the governments of HK and China.
If HKU has an aspiration to be maintain its reputation as an international center of learning, it must continue to be seen as independent from the policies that drive mainland universities.

Dare to say NO to the Chinese Government and the Council Chairman

Stand up to HKSAR government and do not allow officials to meddle with the University's internal affairs.
Although research is of paramount importance, it should not be allowed to lower the standard of teaching.
Watch out for programmes that have become overly commercialised.

All Professional staff must enjoy the SAME freedom as when they sign the contract.

Listen more to the opinion, and more importantly, grievances, of the local students.

Fire Benny Tai immediately

Uphold academic freedom

Independent and unbiased. Respect academic freedom. Free from influence of all other authorities and governments, whether actual influence or apparent influence or the appearance or impression of influence.

HKU should stand out by having more connection with the world and not only with mainland China.

To enable and maintain the high level of autonomy of the university towards the freedom of academic and speech would be the utmost task of the next Vice-Chancellor

Hold a liberal stance towards the development of the young generation

Be a real scholar and leader of a legendary university in hk. Dont kow tau to authorities by selling out hk please!

請他細讀北大元培學院副院長李沉簡 《挺直脊樑 拒做犬儒》全文
Upholding the university autonomy is absolutely important.

Open minded for the "One Country, two systems".

Develop a sense of humour, fast.

Stand firm to safeguard university autonomy and dignity. Stop any political penetration from the government (both HKSAR and Central government).

I hope he can withstand all political pressure and ensure academic freedom. On hiring professors, we want the best, not those that play safe.

Enhance the image of the University and improve it status in the world stage. Be a good middle man to connect the University with Mainland but maintain the University's autonomy.

Stand up to the pressure from Beijing and its proxies

Ensuring university staff to be politically unbiased.

Upholding and maintaining HKU's rigorous, independent debate, research and thought will allow great minds and society to flourish and will be the greatest long-term gift that the University can ever bestow on our nation.

Think in the way of a scholar, not bureaucrat. A university earns reputation by doing justice, not by making high rank. Don't stay too close with China. She rushes too fast and irrational. You will either crash onto her or be crashed by her.

Overseas connection.

Be independent-minded: the students are watching you and will not tolerate puppetry.

To protect your colleagues and students who exercise their human rights.
110 I wish he will put every effort in safeguarding freedom of mind, freedom of speech, freedom of research, which are the cornerstones of what made HKU a respectable university. Losing such values, any other achievements would mean nothing.

111 Aim high, focus on research excellence and promoting innovation and entrepreneurship, and raise competitiveness and value therein. This is probably the most important chapter of HKU.

112 Come with the conscientious, dignity and integrity to protect and uphold the history and values of HKU. Serve the University, not the government or any other power.

113 Come with the conscientious, dignity and integrity to protect and uphold the history and values of HKU. Serve the University, not the government or any other power.

114 Maintaining the University autonomy and academic freedom.

115 Follow your conscience in making decision

116 Listen more and understand what are the right things to do that will naturally gain support from members of the University.

117 Keep good personal relationship with some influencing student leaders such that he could say no to their inappropriate request without causing strong reactions.

118 Suggest to hold town-hall meetings regularly to allow students and faculties to voice out their opinions and engage them on University's development and policies.

119 I hope that HKU can remain a place where minds are enlightened without boundaries from society/ cultural/ political influence
Must familiarize with education policy. Should lead and team up with other Hong Kong universities to resist micromanagement by the Universities Grants Committee. Fight UGC directives on "outcome-based teaching and learning" and "fit-for-purpose", which are not commensurate with the ethos of a university. Thoroughly revamp the Core Curriculum which is at present a poor disorganized pot-luck of random offerings from individual staff.

1) To cut the associate degree courses. Resources should be reallocated to higher degree courses. HKU must climb up the ladder to the same level like other prestigious universities as Harvard, MIT, Oxbridge, where they won't provide sub-degree courses.

2) To gain more supports from the alumni, HKSAR government and the Central government of China, in terms of manpower, finance and research opportunity.

3) To compete with the local universities, HKU should stand out above the rest of the local universities. HKU should be a brand representing HK, just like Oxbridge for UK, Harvard and MIT for the US.

4) To maintain excellent relationships not just the prestigious universities in China, but also the top universities in UK, Europe and the USA.

5) To facilitate and create joint degree programs amongst the top universities in the world.

Resist any political interference, either from the pan-democratic or the pro-establishment. Lead the university to contribute to the development of China as a whole.

I'm not sure if he can speak Cantonese or have any understanding of Hong Kong situations/local culture, this will help him a lot in his work at HKU.

Please do not bow to the Beijing government nor other mainland or pro-Beijing/establishment influences and defend HKU's good tradition for speaking for the just and the truth. It should be a valid topic for the discussion, debate and study in the self autonomy or independence of Hong Kong, which is safeguarded under academic freedom. Please organise orientation/coaching/counselling for mainland Chinese students to educate them and help them adapt to the way of life and core values of Hong Kong.
focus on governance and prestige of the university
be an opinion leader - not to be afraid of voicing your frank opinion

1. whatever decision you are going to make, ask your conscience
2. reflect what education is really about? "The true design of intelligence is not knowledge but imagination." - Albert Einstein

Be mindful of the politician members in Council

The vice-chancellor should be well understood that taking the position means that he should work for the university but not the Chinese government. He should be of the high standard of integrity morally and academically.

Keep HKU's reputation in freedom of speech, freedom of expressing political views! !
Protect the staff, students and alumni from unfair judgement.

Serve the people of Hong Kong, not any government.

pls unite every HKUer, understand what we think through better communication, encourage innovation and creativity and make us feel proud of being part of HKU

Encourage and reward more localised research that helps to solve local societal problems.
Encourage and reward good teaching other than giving teaching awards.

Resist political influence from the Chinese government.

Should not influence research conduct by university researchers

請給予學生自由發表言論和意見的權利

Be transparent in making your decisions

Have own independent and critical thinking.
More sympathetic to students opinion and voices.
Don't be a rubber stamp or muppet.

HKU has its excellent tradition and strengths, does not necessarily need a close tie with China for its further development. My

It is important to maintain university's autonomy and should not be affected by political pressure. To echo the freedom of speech, rule by law and not rule by people.

To cancel the automatic appointment of the Chief Executive as Chancellor. To suspend Arthur Li's position in the board of HKU. To eliminate all linkage with the Central People's Government and its mainland universities.

Enforce the communications with mainland of China but keep independence of HKU.

Avoid the top-down approach management so common in higher education institutions on the China Mainland. Hence while you are well-known for your academic, research and scholastic achievement, please consider applying many of the time-tested administrative procedures, measures and policies in many western institutions of higher learning. 西学中用！Since the end of nineteenth century, many Chinese who had studied abroad passionately and patriotically returned to China to contribute to the modernization of their motherland. Like them, now you have a unique opportunity to do the same. Please spend some effort to listen to these Chinese scholars and professionals, whether they are from the Mainland, Hong Kong, or still living abroad.
Good luck!

Defending the University's academic independence should be at the top of the Vice-Chancellor's list.

Maintaining the university autonomy is the aspect of freedom of speech and researches and balancing the intake of students from all over the world to nurturing international minds and cultural exchanges of our graduates.

Freedom of speech and academic autonomy are important, but not without boundary
Be independent from the Government & always stand for the interest of the University, not the Government, & the general public on freedom of speech, ideas, & academic research.

You'd better keep the Science Faculty intact. Math and Physics are not useless.

Be politically NEUTRAL as far as possible.

University should not be a profit generator. Hope HKU could provide a resourceful and fair environment for teachers, students and researchers.

Safeguard and uphold academic freedom, without which there can be no university. Protect students' interest and personal safety, especially in light of the open campus. Fight for lowering the no. Of appointment by CE to HKU Council, or at least a change of appointed members for a more liberal Council. Adhere to school values, rules and procedural justice. Stand still and stand strong against external interference.

More placements works internships training, exchanges programmes in Bay Area cities & Belt & Road countries from undergraduates to postgraduates level across all disciplines

Keep our University independent, stay away from China's intervention.

To be brave and wisdom (translation of Latin on HKU Logo)

Be loyal, be committed.

Learn more about the challenges faced by the new generation

stay independent; fight for maintaining complete freedom of speech and thinking for staff and students; protect the interests of all staff and students

don't be bullied by students

Do keep good and effective communications with Mainland China.
Respectfully; we need to be guarded enough to side-step the inertia and resistance of internal politicking, stale stakeholders and vested interests that are not correctly aligned with our current and future mission. Advisors to the office should also be without personal agenda. The aims of the University need now to be advanced by clear targets and directives set from the VC’s office and above. The purpose of HKU is only to align and serve the needs of the country through teaching, education, research, KE and clinical reform -- everything else is a distraction .. ..

Please do not tolerate unacceptable behaviour of students and some lecturers.

Being independent of the autonomy and leadership
Avoid the political influence of tyranny
Reviewing the actual contributions of faculty members (especially those senior ones) in academic achievements and development
Discuss policies to give more support and protect the rights of the junior teaching and research staffs
Discuss with the government, UGC, and other direct stakeholders to establish solid funding policies for postgraduates

When HKU was recruiting it was very nicely presented, with nice booklets and seminars. The cyberport campus was impressive. however once we are enrolled conditions start to deteriorate. The campus at admiralty is really terrible. The lighting was gloomy, the air ventilation made me have allergies. The condition of the toilet, as little as the toilet paper holder it is of low quality. The printer breaks down frequently. The drinks machine is boring. I feel HKU is nowhere to match international campuses. It's embarrassing. As an MBA student we pay a high tuition for this rubbish. All you care about is your ranking to recruit more students when we graduated I had the worst experience in getting my certificate which was printed in a cheap paper quality out of a deskjet, the fluorescent orange chop looked fraudulent. the admin staff who handed us the cert was like a courier lady with a funeral face, she only passed me a cheap 10 cent plastic bag to put my cert which cost me 360k. You would spend the money on printing those nice booklets at recruiting but not bothered to provide a nice folder to hold the cert. ridiculous.

Uphold academic freedom within the boundaries set out in the laws.

More involved in the concerns and well being of the Hong Kong society.
University’s autonomy is very importance.

As an alumnus, I surely support the idea of teaming up with top universities across regions and collaborate with different institutions. But as the management continues to emphasize how students should not let political considerations/stance get in the way, the same rule shall apply to the management when developing future strategies for the university as well. Why only emphasize teaming up with mainland Chinese universities, instead of actively cultivating collaboration with top universities in the region such Singapore? It is certainly going to raise concerns if the management fails to address such questions.

To bring the best practice of the US universities to Hong Kong, but not from the Mainland China's.

Please maintain and safeguard academic freedom and stop political agendas dominate the governance of the University. Always put students’ interests and well-being in the first priority.

Stay away from Liaison Office

Respect the freedom of speech of students

Please don’t volunteer to give up the university sovereignty to the Hong Kong or Mainland Chinese governments.

Just like Cai Yuanpei (蔡元培), the president of Peking University between 1916 and 1927, please always protect the students even if they have done something considered to be wrong by some people.

The Vice-Chancellor should bear in the mind that the university has long history contributed to Hong Kong society and Mainland China as well. HKU has been the first university in British Empire pioneering for educational and political purposes. The role of it should have change from a Far East colonial university to a Hong Kong based leading international education institution. It should aim at educating young people contributing to national building.

Protecting academic autonomy and responsibility to students is more important than funding and china relations.
Stand firm for what's right, do not cling to wealthy class, gov or politic groups

Apart from moving HKU forward to a higher level of theoretical and practical education, more emphasis should also be placed to improve the humanity side of the university education.
HK is in much need in restoration of our Chinese traditional value of sustainable and long term survival skill. The current urge for short term success or financial gain of the HK younger generation should be redirected to a more humble and sympathetic approach.

It seems that HKU is getting less internalized and the proportion of students from the Mainland is too large particularly on the Master level.

Be an invisible leader by focusing on the "process" instead of the "content".

This is HKU for Hong Kong.

Withstand the pressure from outsides bodies. Act logically and impartially

Protect the fundamental rights according to the United Nations Universal Declaration of Human Rights.

Keep your backbone straight.

Maintain a balanced view from among different stakeholders of the University ;
Listen to the Silent Majority who are rational, non-political and loyal to the Good Tradition of HKU as being a peaceful, neutral and harmonious academic cradle
Be vigilant of people using biased statistics to exert unnecessary pressure the University Senior Management and the University Council ;
Strengthen the Standard of Languages ( both English, Chinese and Other Languages ) particularly in academic interflows and Beware of declining in Language and Communicative Skills ;

學校是有学术自由，但不能枉顧法紀，任由学生及教师滋事，破坏社会安宁。希望校长能加强校内人员法律意识，让他们知道，要享有自由，必先履行责任。

To recognize the June Fourth Movement
Have a vision n stand for people development

Integrity and Conscience.

Find a smart way to mediate with Student Union. Understand what they are thinking but also be aware that student union does not represent everyone's opinions, for example, mainland students might have very different positions on certain issues.

Listen to students' opinions though not possible to follow all opinions.

Keep arm’s length with the Central People’s Government Liaison Office in Hong Kong and do not allow yourself to be dictated to.

academic independence is paramount

Hong Kong’s value to Mainland is to remain a vibrant"World City" & not just a city in PRC. HKU must enhance its status in the region & the world. Our students should be multi-cultural and our local students given the opportunities to expand their horizons beyond Asia.

The Vice-Chancellor should maintain HKU's autonomy and not too much influenced by Mainland China.

Further support for students of disadvantaged backgrounds (e.g. low-income families, disabled persons, local ethnic minorities)

Academic freedom is sacred - anyone who is not prepared to defend this freedom doesn’t deserve the job.

Please increase a focus on diversity (including women, non-Asians) and internationalization (non-mainland). I would like to see a more open university that cares more about international research quality. The environment is very stifling on every level: it is hard to change or improve anything without political games getting invoked. Accordingly, HKU is on the path to becoming a second-tier mainland-style university, in too many ways to list, which I find very disappointing.
With your background of being grown up in Mainland & your close coordination with any institutions there, pls be aware of your identity as working in the University of Hong Kong, not a university in China. Pls uphold HKU value and autonomy as your highest priority. All HKU graduates are watching you, not only by your words but deeds as well.

You may face a lot of challenges & pressure in the future, but please do not mix up politics and education.

Cultivate HKU's own researchers, rather than keeping hiring a large number of academic 'mercenaries', which is a short-sighted practice. Give more job chances to newly graduated PhD students and have the patience to see if they can grow.

Should defend and maintain the democracy of the university and student bodies.

To become a more inclusive university, and improve the support for female students or workers. HKU does not provide support to those woman who have family to support. Maybe to create a baby-care centre or nursery for those students/workers who want to improve their professional development but cannot afford for a helper or lack of family support.

Respect humanity, history and culture, if you care at all.

To maintain academic freedom, which is a necessity of academic excellency.
HKU was the alma mater of Dr. Sun Yat Sen. A university which calls for our historical consciousness in rethinking - what does the confluence of West and East mean politically, socially, culturally and economically. The answers Dr. Sun found here were, as we know, democracy, free spirits, righteousness, the total modernization of culture. I am an alumni currently furthering my academic career in Weimar, Germany - the founding place of German democracy/ the famous Bauhaus movement in 1920s, a period of spectacular cultural/scientific achievement. We know Germany’s experiments in democracy in 1920s ended up miserably. But its brilliant cultural and scientific exports were testimonial to the importance of freedom, liberal & enlightened spirits in nurturing a nation of talents. If a university still has the role to enlighten minds, challenge norms, defend freedom and the power of creation, I wish Prof. Zhang share the historical consciousness HKU has bore with it for longer than a century - stand firm at the edge of historical current. No matter it was 1911 or 1989. What kind of world do you want to leave behind for next generations of citizens, scholars, intellectuals? How can a university contribute to human civilization’s cultural and scientific Renaissance? How can we become responsible, global citizen for endangered humanity?

Maintaining the autonomy of HKU in academic research and avant garde positioning in free thoughts and speech is of utmost importance. These two elements must be preserved in order for our university as a research and educational institution. The incoming VC must bear this in mind and respect such elements whilst he steers our alma mater through increasingly the complex social-political environment. We pray that the VC has the strength in mind and body for this task as he takes HKU to new heights. May God provide him with wisdom and guidance.

Stand firm to uphold justice, democracy and rule of law and the alumni will be behind you.

The standard of election of associate prof.. The geotechnical group in recent 10 years seem no new associate prof., result in a big gap between HKUST and HKU geo group.
Must protect academic freedom and university student freedom of speech and thinking. HKU is the base of China Revolution and again Ching Dynasty, we are proud of this, keep HKU and students have freedom, especially in this tightening era of Hong Kong history

Please safeguard academic freedom and autonomy

Stay connected with students

Connect graduates, experience sharing, inspiring

Congratulations. Thanks for taking up this important role. My two cents for your consideration:

While embracing the opportunities in Mainland China, it is important to differentiate our role from other universities in the Mainland and Macao. That is to foster its international connectivity and enable our students/graduates/alumni to recognise our strengths and catalyse the development of China and HK through its international exposure. Therefore, the University should strive to build more connections with overseas institutes, not just Mainland China, and to provide more chances for students.

To achieve higher international ranking, research may always relate to global issues. Yet, HKU also bears the responsibility of exploring Hong Kong, the unique cosmopolitan. Special schemes/fundings would help encourage more local/comparative studies related to HK development, e.g. culture, language, heritage, etc.

To enforce the “One Country and Two Systems”, the University, as a neutral party, should continue to embrace the freedom of speech and assembly and encourage constructive discussion of different social issues. This also shows young people how we may enhance social participation.

He should have a global vision and experience and get uphold the autonomy of HKU.

Be an independent leader and keep arms length from political organizations as well as Chinese government authorities....
Safeguard the core values of Hong Kong.

concentrate on academic achievements, ignore activities with political motives

Those who speaks aloud in the public (e.g. the so called pan-democratic ) may not be the true majority.

The reputation of the university as a place that encourages academic freedom and freedom of expression is at stake. We need someone who is willing to resist interference from the Mainland.

Should aim to be the beacon of higher education in Asia and centre of excellence in research in the Greater Bay Area.

Don't just follow what mainland government say.

Please forget your past life as a bookworm researcher. Start a new life as a leader who can promote university's long term interests. Please engage actively with the students as well as staff (both academic and non-academic). Bring all stakeholders together by listening to them and addressing their concerns.

Do NOT too close with China, otherwise a serious consequence will happen. If he really even try to turn our University into a red one, he will sure find the difficulties from our locals. We must prevent that occurring.

Concentrate on academic works and avoiding politics. Make HKU great again. Previous VC and VCs of most other universities speak only what the general public would like to hear; speak what is right and condemn what is wrong.

politically involved but maintaining the global value

Upholding the University's core values and safeguarding its interests is the utmost important thing.

Serve HK not China.

Defend academic freedom and the autonomy of the university
I would encourage the next Vice-Chancellor to listen more to the opinions of the stakeholders of the University to gain their support.

Internationalisation = cope with universities in Europe, America and Asia. Teaming up with the Mainland universities is not fulfill the definition of "internationalisation". Furthermore, even teaming up with the universities in Asia, should always team up with the universities that are higher ranked than HKU.

Teaming up with Chinese universities does not coincide with HKU's plan to enhance research excellence as the overall research standard in China is relatively low (especially in Arts and Humanities and Social Sciences) in comparison to the Anglo-American academia, of which HKU is a part of. It does no help to HKU just singling out a few mainland universities that do better research and claims that it is worth investing time and resources in building strong partnership with a number of mainland universities.

I don't have faith in the new Vice-Chancellor. I believe that he will surrender HKU's autonomy, and will suppress ideas the government disliked even only for academic discussion or research. However, I am happy and will be glad if I am wrong.

He should understand an university is neither a government department nor a commercial institute. It is not working for the government or enterprise. A top university always focuses on new knowledge and is able to change the world. Pure science and arts are the basic of knowledge, not business or engineering.

Ensure that hku's academic excellence will not be hampered by politics and radicalism within and out of the university. Also, more university places should be reserved for top students from Hong Kong.

upholding freedom of speech and academic research

Do not fear of student leaders, their voice should be heard while decisions can never please everyone

Disciplinary action should be taken against TAI Yiu-ting who organized the "Occupy-Central Movement"
Expel students and teaching staff that cause damages and disturbances to the University and Hong Kong society basic core values and orders, especially those advocating violence and engaging in unlawful activities.

If there are controversial issues the VC should be prepared to come out and explain his stance as soon as possible and not let the problems fester.

Maintaining the University's autonomy is the most important job among all items.

Listening & Responding

Fired Him.

Maintaining the academic freedom and freedom of speech is crucial to the University future development. The Vice-Chancellor should stand firm against political power. The VC should be able to have an independent thinking and not just following the instructions from top level. Academic freedom is of utmost importance among all other factors. I don't want to see my alma mater is compatible with other well-renowned top universities around the world.

As the President of an international university, when speaking in English, it is advisable not to carry a strong non-English accent, especially as many HKU students who are non-native English speakers can speak fluently without an accent.

The University of Hong Kong is, first and foremost, a university for Hong Kong people and of Hong Kong people. Unlike what Han Chinese chauvinists would usually wish it to be, Hong Kong is a place that has its own unique history and tradition which are different from, and not to be subsumed under, those of the 'Middle Kingdom'.

please don’t be part of LOCPG’s plan

Expel immediately those students and staff who resort to violence in protest.
Academic freedom and freedom of speech/expression are of prime importance to a university. The Vice Chancellor is obliged to ensure that the university continues to enjoy academic freedom and freedom of expression, despite increasing pressure from the government. He must continue to defend the autonomy of the university.

Uphold the core values of the university, including freedom of speech on academic and educational discussions. Maintain a high proportion (70-80%) of bachelor degree to local people; remaining 20-30% to foreigners including those from mainland China.

The success of HK in the past depends on the hardworking local residents, especially the increasing middle class through better education. HKU should give priority to local students.

The ex-governor Chris Patten says, "Arthur Li is Arthur Li." In other words, he will continue to behave like a king to live up to his nickname "King Arthur". The new VC must has the spine to stand up for his position. His job is to protect the students, not to put them into prison.

I wish Professor Zhang Xiang would safeguard the institutional autonomy and academic freedom of HKU with courage to resist any political interference in the university management.

Maintain independence of the university. Uphold its core values.

More focus on international network and ranking rather than national one

Be bold -- don't yield to pressure of the Council all the time, especially Mr. David Li though he kind of hired you to the position. Please speak up for the students and your staff whenever necessary. They are the ultimate assets of our university. It's important HKU remains a free place for people to experiment, to discuss ideas.

To pursue for academic excellence and to provide world class tertiary education for our younger generation. To broaden their international perspectives, and for the local students, to enable them to understand more about their responsibility as a member of PRC.
As a university, inspiring students’ humanity and care for society is as important as developing their professional and technical skills.

HKU students should be trained to think independently and critically, and as such, should stand up against all unreasonable authorities, particularly China.

In my opinion, the HKU’s next Vice-Chancellor should uphold the values of academic freedom and speech freedom.

Do not bend to the Government or other authorities trying the discredit or reduce the autonomy of the University and the freedom of expression on campus.

IT IS UNDERSTOOD THAT HKU IS AN EDUCATIONAL INSTITUTION. BUT POLITICAL ISSUES IN HONG KONG ARE SOMETHING ESSENTIAL AND SENSITIVE HERE. PLEASE DO ALLOW AND ENCOURAGE THE STUDENTS TO HAVE THEIR FREEDOM OF SPEECH AND EXPRESS THEIR POLITICAL VIEWS WITHOUT HESITATION AND HELP THEM WITH YOUR GREATEST EFFORTS IF THEY ARE UNDER WNY UNNECESSARY POLITICAL PROSECUTION.

Act with your conscience and passion as an educator

I suggest that Professor Zhang periodically hosts lunch meetings with professors of different ranks to hear their voices personally and also explain university policies to colleagues in person, which would increase effective communications in the university.

Help strengthen Hong Kong as well as the mainland China

Internationalisation means reaching out to the world, not only China. Academic excellence does not currently lie in China, but in US and other countries, and therefore working closely with Chinese universities does not make much sense. HKU is funded mostly by HK Government, and most other funding can be raised in Hong Kong. Hong Kong is much richer than China, therefore seeking funding from China does not make sense.
Given the high living standards in Hong Kong, it is difficult to attract overseas researchers to join HKU if they are applying for junior ranks such as assistant professors. More discussion with junior faculty members (e.g. post doc and RAP) will help since they are more willing to discuss the challenges in research, teaching, and services where the seniors may not be aware of.

Please respect the values including the autonomy of students, insisting the integrity of researchers (face the reports of whistle blowers and deal with these issues with fairness and real justice!) and not to be involved in any political issues of local. Love, Support and trust the students which are the essence of university education. Not affected by the prejudice of some of the present council members and chairman. Be smart and not be manipulated!

Maintain the University’s autonomy

The university should be neutral in politics.

Please provide room for students to give opinions when making important decisions for the school and do not destroy any historical values or properties due to political reasons.

Be a man before you can be a Vice-Chancellor. You’re running a decent university of over a hundred years’ history. I hope you will learn from the good and ethical practices in the world instead of only focusing on or aligning with the Chinese way. History will remember you one way or another.

Listen to the students more.

be able to gain respect

Don’t become a pleasing slave of the mainland Chinese government.

Upholding the University’s core values and maintaining the University’s autonomy are important roles for the next Vice Chancellor.
We should uphold our core value and maintain a safe environment for students and teachers with different opinions.

Upholding the independency of the HKU, which must not be interfered by the political views.

If you really need to talk about mainland scholars, please learn from 蔡元培。（a quick quote from wikipedia）
“教育者，養成人格之事業也。”

He advocated education should focus on the students, against rigid formalism. He also advocated aesthetics, health education, moral education, etc. new educational concepts.

University education has two great drawbacks: one is extreme national education, making those who receive education be servile to the government, "all are submissive, conservative, easy to be driven by the government"; the other is extreme utilitarian education, which means to use the university as a place for vocational training, everyone is a small part of the production line, always silent, always not asking questions, always not requiring answers.

Please bear in mind the interest of students and let them have reasonable freedom of a standard up to the global value.

The HKU should remain politically neutral as far as possible and should uphold the right of freedom of expression of opinion in the academic world.

Fostering positive thinking and attitude within the university with the application of mindfulness based stress reduction program which has been applied in US and UK.

Let the university be a voice of reason, not a mouthpiece for Mainland China.

1. The New president should have to gut to stand up against wrong deed and forces such as student union, a few vocal professors, etc and to protect the silent majority
2. please observe those who dare not to speak instead of focussing only on those who scream out

HKU can and should make valuable contributions to university education in China as a whole by setting an example in true internationalisation (rather than mainlandisation) and serious and independent research (rather than research for the sake of publications and political correctness).
Academic autonomy is a must!

Be empathic to the students, stand by them, not alienate them.

Autonomy

With his heart on students and Hong Kong.

HKU is a university full of talented students and staff. One can easily be a great Vice-Chancellor if he can make good use of all these human resources.

Do not mistake internationalisation for mainlandisation

(1) Beware of the 'unqualified' leadership imposed by the University Council, especially of the Council's Chairman himself. Here I refers to Prof. Arthur Li Kwok-cheung. Prof. Li is a gentleman excel in various respects, yet politically biased. Indirect political interventions from the Mainland authorities may seriously erode core values of the University.
(2) HKU's academic freedom could only be secured in a free Hong Kong society. It is therefore imperative for the Vice-Chancellor to also safeguarding the various civil liberties enjoyed by Hong Kong residents today.

1. "Internationalisation" in the HKU should refer to the diversity of students' nationality and ethnicity, because of which the HKU is able to optimise academic, cultural, and networking benefits.
2. Zero tolerance for plagiarism of all levels of academic contributors.

The University's autonomy is very important and academic freedom must be maintained. I would also like to see HKU become a more human-centred university, caring for the whole-person development of the students and the wellbeing of both teachers and students and other staff members.

Please show that you are upholding academic freedom, and value the privilege of being a new leader of a venerable institution with a long respectable history

Check and Balance the power of Chancellor

Race or place of birth is not a criteria for choosing the VC
I hope Prof. Zhang can benefit HKU from his strong linkage with both US Universities and Mainland Universities, not only on his Science and Engineering Background but also on other disciplines, strengthening the linkage between HKU and world's renowned Universities, particularly with Universities from United States and European countries (in addition to UK) and China. Apart from Universities linkage, industrial linkage seems to be one of the major weakness of HKU compared to others. I understand it's not an easy task to establish industrial-HKU laboratory/partnership, however, from previous experience, such relationships and collaborations will definitely benefit both HKU's research and student. As such I hope Prof. Zhang can also focus on establishing a good relationship and enhance establishment of industrial collaboration researches.

堅決勇敢頂住北京政府（中共）對港大學術自由的干預和施壓！千萬不可“向權貴彎腰低頭”，否則，港大將會失去靈魂，毫無價值！

Shall uphold academic freedom in accordance with international human rights standards
Enhance democratic participation (academic and non-academic staff, students) in university governance.

Differentiate HKU from others with independent thinking and the core value that we have established over a hundred years. If we follow the authority, HKU will vanish. We are HKU, not any university in China. Remember that. We have absolute capacity to make an impact to change the education of China and the world.

Best wishes and good luck

To encourage the students pay more attention in learning and research, rather than hall activities and clubs.
Our vice-chancellor should not listen to whatever the Council Chairman says, and he must be very cautious about his exchanges with Beijing's liaison office in Hong Kong (esp director Wang Zhimin and deputy directors such as Dr Tan Tieniu). Prof Zhang must think very carefully about what they say, seek advice from HKUSU, convocation and postgraduate students.

I think HKU belongs to the world and humanity as a whole, it is not just an university in Hong Kong or in China. So I think it is of vital importance that it gets more internationalized, not just teaming up and attracting students from mainland universities.

His foremost duty is to safeguard and promote academic freedom. Whether academic staff or students can enjoy their freedom to expression without fear. The Vice-Chancellor should stand up for his colleagues and students whenever there are attempts to curtail the freedom.
Appendix E: Responses to the open-ended question - “Please share your thoughts on how you can contribute more to the University of Hong Kong”

1. being mentor for students

2. 捍衛言論自由，捍衛學術自由
   捍衛院校自主!
   老師及員工薪酬制度應維持現有制度不應轉變!

3. - More involvement in University development (e.g. it's good for open survey about usage of Main Building earlier).
   - Leverage and strengthen extensive HKU alumni network. University I should provide more platforms and opportunities for Alumni networking and training events. University will be benefited from funding channels on potential donations and connected to graduated talents of mutual life-time development.
   - Great and be proud to be HKU marathon team every year. Similar events should be organized in the future.

4. Contributions can be in kind or in cash. Hence, apart from making donations, greater involvement of alumni in mentoring, sharing sessions and participation in academic activities (e.g. alumni seminars, workshops) organised by the faculty and activities organised by the students (e.g. orientation, high table, student publications) is also a good way for us to contribute to the university.

5. Will share my views via different channels, like this survey.

6. Open forums and stop the culture of ‘top-down’ approach.

7. 推動戲劇質素，
   推動童軍運動

8. donation, sharing of life experience

9. Internationality is a major strength of HKU. The University should focus on the whole world, be rooted in HK society, rather than relying on funding from mainland China.

10. regular meetings with alumni of all walks. encourage professors and students to voice their opinions, do not let a small number of outspoken people dye the image of HKU.
I try be do my best working overseas so that people have a good impression on HKU graduates by showing as a living example of a former student of HKU.

An opinion mailbox direct to the president is useful. However the opinion should be on how to improve the T&L or research, nothing related to politics.

Try my best in any areas that I may serve in the society, to contribute enhancing people's confidence in the graduates of the University. To get more involved in university matters, if there're suitable opportunities.

I am just a humble road digging engineer, but if my university need my help in any professional aspects in my field, I will be eager to help. I love my university, I love my professors, and I love my alumni.

Train thinking and understanding beyond words.

As an alumnus who loves HKU, we would voice out our every concern on the governance of HKU on matters of integrity and on whether the entire ruling body is defending the core values of this world-class university. We don't want our university to become just another university in China, losing our distinctiveness.

Be an advocate of HKU any time any place

By sharing thoughts and giving donation

All the University's decisions and considerations must not to be interfered or affected by the Hong Kong Government, Mainland Government, 中聯辦 or other 中央機構/組織 in order to maintain the University's independence. To maintain and to be seen to have maintained such independence, all members of the University's governance team should refrain contacts with the organisations mentioned in the first paragraph as far as possible.

Organizing and mobilizing the HKU alumni in face of the violation of academic freedom and hurting the intellectuals who dare to speak for truth!
1. Retain talents on merits of teaching and/or research. The current system of academic staff evaluation overly weighs on quantitative measures of research output.

2. Maintain a vibrant atmosphere of speech freedoms for students, scholars, and staff, including freedoms for political activism, without fear in the campus.

keep abreast of latest news of university affairs;
offer timely and suitable support aligned with my competence

Xiang ZHANG is not a suitable one as VC! Please resign!
Arthur Li sucks! You are fired!

What can be done when there is a higher power intervening?

Anything that is good in upholding the core values of HKU and Hong Kong, I will support. I could be a regular donor if HKU has any initiative to fight against tyranny and injustice. Let me know.

Volunteering activities
Donation

reach out to more HKU graduates, and encourage them to support its academic autonomy

I would prefer to share my thoughts on how Convocation can contribute more to the University of Hong Kong. Committee members have been doing a good job in trying to make sure different views can be heard and to work towards the best interest of the university, but at the present times, just having good intentions is not enough. Everybody is busy, and you need to maximize your impact. You need to get advice from top strategists and learn how to make an impact and be pro-active in how you do your work, not just respond to crises. Keep up the good work!

The departments may recruit graduates (paid or volunteer) to get involved or to implement or to help promote current/significant projects/research in various industries.
The departments may host specific gatherings and invite graduates to contribute or get involved in certain projects/research. Collaborate with the working force from various industries.

Focus on Technology development and cooperate with international company R & A development.
More invitations to front-line teachers/ people of different walks of life who work in secondary or primary to join in the force of "education". Empower the base for representation of HKU is a possible direction.

Provide personal opinion to the HKU Convocation on issues of concern.

Keep in touch with what is going on in the University and offer help whenever the need arises. One's alma mater is one's lifelong concern.

I'm now studying in CUHK and it's sad to see HKU research culture is less collaborative and supportive. This is very important for a team to grow and learn together.

Donations. Petition.

I make donation back to my faculty. I have served as a part time lecturer (for 4 years) in my faculty and share my knowledge with the younger generation. HKU is the best university in HK. I hope you can lead HKU and make it continue to excel!

Connect the University of Hong Kong with the world not only China.

As an alumni and a retired academic staff in HKU, I care for HKU's well-being and continual flourishing without surrendering the university motto, if we can refrain from ignoring or merely paying lip service to the motto. I am happy to serve if there is a renewed mentoring system to reach the young graduates and undergraduates, both of which need nurturing and learning. It can be an occasion for retired professionals to gather in fellowship of commitment to the mission of higher education and HKU's motto. We can share wisdom through critical dialogues on the well-being of HKU in the context of development in HK, China and the global village. Our spirit and morale can enable us to re-vitalize a mentoring system that can bring genuine harmony to our society. Inter-generation bonding can also enhance mutual understanding for continuity of a true sense of stability and for common good of our future.

Alumni Association Development

I am working in the university overseas and have been an external examiner for one of HKU programs. I would be happy to support HKU in whatever I can.
I notice that in the above question you have NOT capitalised "the" in the University's appellation, like it is in all other official documents now. This is the way it was and should have been, until some smart ass reinvented it in the American way. I hope the University will revert to its former official title of "University of Hong Kong" without the preceding definite article.

Let my have every opportunity to vote on issues that matters to HKU's core values on local and international academic perspectives.

It's not for us to contribute, no one from the University ever ask for opinions from alumni seriously. Treat us seriously.

We keep watch on how the new leadership performs.

If I became wealth, I can contribute to the HKU alumni scholarship because I think scholarship is really important for many students who are not from rich or decent family. We want to be independent because we are adults (reaching 18) so we do not want to rely on parents to support us for the university fees.

Higher participation in survey or forum on controversial issues of the university

Education professional development on the alignment of curriculum and assessment to achieve the aims of students' wellbeing

Maybe I'm missing the emails, but the Alumni in HK itself seems a little passive. It would be nice if the university facilitated the Alumni in get-togethers, etc.

Voice out concerns whenever necessary.

Help to outreach more to alumni especially those overseas.

I am happy to join a suitable HKU committee to contribute thoughts and time to the above, if deemed of use. I have over 25 years of working experience in Hong Kong and the region at mostly, executive / senior levels. Personal academic pursuit in the future to explore the boundaries of research and knowledge, while upholding my point above, is something I can see in my future.
HKU leaders should be willing to listen different views of stakeholders before decision. Enhance transparent, accountable, democratic and participatory governance.

We are advancing research, innovation and entrepreneurship in a holistic way; the community needs a stronger infrastructure and commitments from leaders; this is a long journey that requires commitments and sustainable resources.

If our voices could truly be heard... we alumni should gather together more often to discuss and stay tuned to ongoing developments of the HKK. We shall be more unified and become an influential body to monitor the governance of HKU.

If our voices could truly be heard... we alumni should gather together more often to discuss and stay tuned to ongoing developments of the HKK. We shall be more unified and become an influential body to monitor the governance of HKU.

Participate in the intellectual discourse of the university.

As an Assistant Principal in a local secondary school, I always introduce HKU for the brightest students.

Some of us alumni graduates are planning to set up a concern group. I can be Honorary Adviser in whatever position you deem fit.

Keep a close watch on the performance of the new vice-chancellor.

Pay attention to the news/event about HKU.

I have nothing to offer but blood, toil, tears and sweat. We have before us an ordeal of the most grievous kind. We have before us many, many long months of struggle and of suffering.

Realise research results as manufacture in Hong Kong.

HKU has lots of talented staff and students. However, university culture is too rigid and no one is motivated to work smarter and to generate innovation ideas. Gradual change of culture is an important priority...

Please listen and respect every Hong Kong University student's opinion.

Speak up!

My heart will be forever with HKU as far as it remains its independence from the Beijing government, irrespective of its international ranking.
To promote the University's autonomy.

When opportunities arise, as an alumnus, I will contribute my suggestions to improve HKU with my 33 years of working experience (both good and bad) with the higher education system of Hong Kong and more than 10 years with the higher education system in the USA.

Joining their activities.

To push more students be innovative, creative to join TED talk contest, start-up entrepreneurship social innovation pitching contest to work across NGOs, business, & government sectors more often to engage more interactively, with more multicultural, multidisciplinary collaboration in future!

I have been working in public relations since my graduation in 1993. A lot of HKU alumni work in marketing, branding and communications. You can consider inviting a group of alumni in the field for a brainstorm or workshop on how to shape the university's reputation and image moving forward.

Participation to events which I think are important to the autonomy of our University.

HKU should be free of political intervention and uphold academic freedom.
HKU cannot be too close to politics and businesses.

This is a weird survey. Weird English (eg work priority), weird grammar (eg THE HKU's NEXT VC), and very weird logic. Can Convocation come up with a better designed and thought-out questionnaire next time so you won’t be wasting everyone’s time and the university's resources?!! Please think of a better way of doing things instead of just meaningless motions. Shame.

Talk to me

Council chair should be elected, but not appointed.

actively providing feedback on university matters
The University of Hong Kong-Shenzhen Hospital is now a rapidly growing and maturing reform platform. We should leverage these opportunities to engage more with other key partners across the country. The collaborations and motivations must run deep if we are to achieve further meaningful impact in a short space of time.

The University of Hong Kong does not suffer a failure of excellence within the context of our 1.4 Billion person country; or to our 4.16 Billion person audience in Asia. To serve this point, we are ranked 33rd or lower globally, but 3rd in Asia. If we include B&R countries, our potential educational, KE and research impact totals over 5 Billion of the world's 7 Billion population.

I would propose therefore that we do not suffer from a lack of audience, but a lack of focused and committed engagement with our rightful audience -- we have historically struggled (internally) to achieve appropriate and meaningful scale beyond the optical limits of the HKSAR.

This is a serious problem now because of a persistent and wider mission to throttle human resources and talent in order to protect the "value" and vested stakeholder interests of the few within a profession. In pursuing these policies of "internalism" and "protectionism", we caused direct harm in terms of the lost potential for scalability, knowledge exchange and advancement within the country. HKU now has a key role to play in leading this message and breaking these "cartels" -- we are after all, only leaders if we can lead as a University _at scale_.

We should now consider urgent strategic partnerships in order to achieve growth and scale for singular purposes such as advancing medical education reform. These will leverage clear advantages and refocused purpose for the University and Faculty of Medicine to participate in the discussions to help deliver a template for the future of medical reforms in China. Key strategic partnerships could (should) be universally governed under the HKU and HKU Health System "brands", but given adequate latitude, depth and resourcing for innovation, scale, growth and "real-world" impact.

Thank you for the VC's office and kind consideration!
I have participated in the transfer of technical knowledge to Master degree students of this university for two decades. I can contribute more to the university as a mentor to some university students.

Establish think tank to facilitate policy-making processes

Happy to take part in alumni opinion surveys which the University may wish to conduct on controversial issues.

Appreciate that University is trying to include opinion of alumni. I personally would love to take part in discussion of future development of the university, such as seminars and meetings.

HKU Convocation should be more active in speaking up to represent alumni and the staff.

To ask historian(s) write a concise history about how HKU contributed to national building since her establishment in 1911.

Encourage youngsters to chose HKU!

I had joined the mentorship programme many years back, I had been in constant contact and communication with our younger generation, I believe the programme could suitably bridge the gap and promote the maturity of mentees.

I can facilitate autopilot leadership workshops to encourage our HKU students and/or staff to get inspired together by each other thru a co-creative learning experience. Feel free to contact me if you wish to learn more.

Being a member of the Amnesty International and the Hong Kong Journalists Association, I can help liaise with these organizations in promoting human rights education to staff and students.

Keep away from the authority. It will corrupt you.
Give Donations to My Alma Mater and Do no harm to the Integrity and Reputation to HKU; Contribute My Time, Effort and Connections both locally and overseas to build up a good Image of My Alma Mater as an academic cradle and not as a political hotpot hijacked by certain issues raised by opportunist politicalicians at various levels and in different capacities;

Protect our Alma Mater from being tarnished by political issues especially those stirred up by those people with selfish intention to gain benefits by stirring the Boat; Always ask Myself and other Alumni what we can do for our Alma Mater and Not What the University to do this and what the University should do that;

我每年已经交很多税，养着一些不务正业的教师了。。。学生坐拥差不多是世界上最好的教育资源，而又不用功，我只能呵呵了。

Post graduate alumni work teams, not just consultation

International support, e.g. mentoring HKU undergrads and visiting scholars overseas.

Participate actively in non academic activities like Mentorship Programme to share my thoughts with current HKU students and to provide opportunities for them to be exposed to different life’s experience.

Engage more alumni in learning & teaching, especially on sharing professional knowledge and practices with undergraduate / post graduate students.

Continuing concern and support.

International research quality, Ph.D. programme quality, and more engagement with research.

I will give my students quality teaching and produce quality research to distinguish myself from the others as a HKU graduate.

I can support on the internationalization process by providing different point of view/perspective. Provide assistance to those real international students (non Asian) who have been struggling in adopting the HKU culture. Teach / translate Spanish-English.

keeping up with the development of the University and ensuring that she follows closely the core values of the University.
As a young researcher currently establishing my academic career in Germany, I hope to bring international collaborations and exchange back to HKU to help maintain the university's international profile.

Enhance housing and child education benefits to improve recruitment and retention of staff. Use our immense cash reserves to transform our technology platform to the cutting edge. Dissolve Faculty silos to promote interdisciplinary excellence. Execute an international development campaign for attracting chair professorships.

Engaging enthusiastic alumni for small discussions to generate thoughts and ideas

Express opinions, ideas

Make everything open and transparency!

Interaction with students

Great to be part of HKU. Thanks for the opportunities given. My first scholarship, first exchange programme, as a marathon cheering team member, a marathon runner, a green gown guide, a regular donor ... pls feel free to let me know.

Get informed for every move of HKU and try to get involved by raising our voices to the Council.

Professors in HKU should do more research instead of involve themselves in politics.

Happy to help steer the privatisation initiative.

Keep monitoring, publishing opinions

I want to visit back to my oldest department in HKU if the condition is available and NO controversy will happen.

HKU can build a database for the volunteers and organise them to serve the university and NGO.

Speak up and challenge the culture of silence and be vigilant of practices that may ruin our core values.

developing an alumni fund or scholarship for current students
Do not politicalise every issue. University should be led by leader instead of solely listening to students. Students are here to learn but not to lead.

I can contribute more by supporting management which places the University's autonomy and core values on top of others.

Tell us more about (and regularly) what the University needs. I am passionate in supporting the University, but I can't help if I am not familiar what is needed.

I shall be co-organizing the first Asian Hula Festival in 2018/19 aimed at promoting a Happy, Healthy and Harmonious lifestyle for participating areas in Asia, and can offer a unique International, Innovative and Interdisciplinary Experiential Learning platform for HKU students to participate in organizing the significant event.

We need to strengthen international collaboration, rather than focusing linkage with mainland. Please also put emphasis on humanities subjects and welcome diverse opinions at all levels.

Donation to support under-funded humanity and social sciences research projects.

Build a stronger overseas alumni network.

I won't hesitate to stand up and speak up when things go wrong with HKU. And I hope David Li can step down from the Council.

I can join some experience sharing sessions with the students.

The VC should meet with graduates / students on a random basis from time to time to hear their opinions / advice on various issues of importance and concern to HKU and to higher education in HK.

More surveys like this one of the alumni, both local and abroad, on important issues and in some depth will prove useful.

Regular survey similar to this and results to be actually listened and carried out.

Stand firm on HKU core value!

Support students and upheld the values of independence.
Please stick to the values of education and respect the freedom of academics. The quality assurance practice and competitions for funding applications have been exerting great pressures to the academics. How can they have enough time to teach better, to spend time with students? A good university teaching staff can't be ranked only by the "students evaluation" and the amount of research grant obtained. Please evaluate some of the policies really affecting the quality education.

A review should be done on how quality assurance scheme and the contract of academics affecting the quality of education.

Join volunteering services

I go to school by bus

volunteer work

Support the university function by participation when available

Potential vice-chancellor candidates shall present their visions to the alumni prior to the board's decision for the final selection.

Hong Kong University should have more exchange program with top universities in the world so that HKU undergraduate can have chances to be exchange students to study abroad in top universities in the world. HKU should invest more in fundamental research such as physics, mathematics, astronomy.

Training for building up students' positivity, including like positive psychology and mindfulness are essential, not just training in technology. As this strength their resilience and ability to see in wider perspective.

The HKU should tap the resources of HKU alumni and to encourage them to share their experience through offering short courses or doing part-time teaching at the HKU.

Provide feedback and suggestions on an on-going basis. As alumni, I can join some of the programs and provide suggestions and ideas.

More mentor prog

Time and money. All you need to do is ask.

Maybe more discussion and meeting opportunities with staff and students?
1. I had continuously donate a certain amount of my income for many years, and will do so always
2. I take mentees
3. I also contribute my time as volunteer, but I never sit in any committee

Pay attention to its developments.

Periodical notes/reports from the HKU Vice-Chancellor so that we can know how the university is contributing to the society, academic field, the university, and HKU family.

Paticipate in sharing sessions among alumni and students.

I feel that I am a good example of the education I received from HKU being a professor at UBC, and a respectable pediatric specialist and leader in the province of BC in Canada.

Open the facilities for public to use.
I graduated from HKU recently with an Engineering degree and worked in the industry for a few years before moving to UK for my further studies. It was a pretty sad experience when I found out that both my colleagues from work and classmates from UK programme would think of UST/PolyU for Engineering-related works/research. I think this is because the effort of these 2 Universities on establishing a closed linkage with both the industries and overseas Universities. Such experience made me to rethink of the previous focus of HKU and its positioning, and more importantly, shall we just satisfy to be No.1 University in HK? Obviously, the answer is NO! And the only solution is that, we shouldn't rely on the well-established reputations of HKU, instead, we should be humble and aim higher, not to be just No.1 in HK, but regain No.1 in Asia and get into the position of world's famous Universities like Oxbridge, Ivy Leagues, IDEA Leagues etc... This is the only way we can make HKU great again through a bigger dream, higher aim, globally thought! Just like our strong competitor from Singapore, they never satisfied as being Asian's No.1 but beating famous Universities from the west! And this is not just the effort from Academic Staff, but also both Research and Undergraduate students. Indeed, social awareness is as important as academic life, HKU alumni and students are demonstrating HKU motto and safeguarding HK future hard. However, what makes a University is its academia instead of its social awareness. I remember Prof. Shing Tung YAU once command on us during an interview that HKU student is good at political/social awareness but not on their academic life (香港的大學生，議論政治太多，忘卻學術本份，就要反思，「北大出名五四運動，但北大不是因為五四而存在，是因為做學問而存在。離開了做學問的精神，它再不是最高學府。哈佛值得我們驕傲，也是因為在文學、科學、政治及經濟有成就有看法，不是因為反越戰成功而驕傲。」) This is indeed inspiring, and I really hope one day, HKU makes us proud not just because it stands in the front of safeguarding Hong Kong, but also stands on the world's leading edge of its researches.

Will try to participate more alumni events