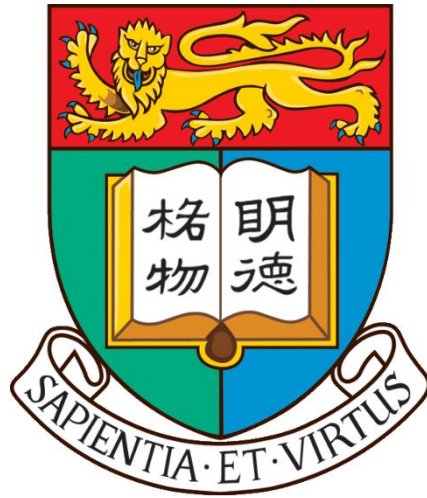


THE UNIVERSITY OF HONG KONG



# HKU: The Next Decade

Our vision for 2016-2025

“Asia’s Global University”

Draft

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## Introduction

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

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

## Mission

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

## Defining characteristics

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

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

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

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

## Asia's Global University

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

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

Our commitment to being **Asia’s Global University** is underpinned by:

- three pillars, **teaching and learning**, **research** and **knowledge exchange**, which provide the framework for our strategy;
- (3+1)Is, *internationalisation*, *innovation* and *interdisciplinarity*, which converge to create *impact*;
- our enabling platform, which will provide the professional and operational support required to fulfil our ambitious agenda for the next decade.

### Teaching and learning

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

#### *Internationalisation*

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

#### *Innovation*

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

#### *Interdisciplinarity*

The ever-growing interconnectedness of ideas, fields and industries in the global environment is placing demands on universities to produce graduates able to adapt swiftly, seamlessly and effectively to often unpredictable situations. We are responding to this by creating new spaces—curriculum and physical—within which interdisciplinary and multidisciplinary activities can emerge.

#### *Impact*

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

## **Research and knowledge exchange**

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

### ***Internationalisation***

Strategic collaboration and partnership, especially cross-institution and cross-continent, provide the richest sources for global talents and out-of-the-box ideas. We will sharpen our role and maximise our value in the international community.

### ***Innovation***

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

### ***Interdisciplinarity***

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

### ***Impact***

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

## **Enabling platform**

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

In order to effectively maintain recurrent and capital expenditure at a level that secures the University's international competitiveness, we will strengthen and diversify our revenues to generate an annual surplus. We will also invest in our estate to support our academic priorities, new initiatives and to facilitate new or improved ways of working or increased efficiencies. We will provide professional support, consistent processes and the appropriate equipment to meet the digital needs of our staff and students.

In strengthening our relationships with the community, we will continue to build and support our global network of alumni and friends, and communicate and engage with all our stakeholders on a regular basis and in a clear and consistent manner.

We will embark on a major capital campaign to support our academic ambitions.

## **Conclusion**

The University of Hong Kong has the potential and ingredients to become Asia's Global University: let's work together to make it happen!