

The University of Hong Kong
香港大學

Strategic Development 2003~2008 發展策略

Founded 1911 • Incorporating the Hong Kong College of Medicine founded in 1887
香港大學於一九一一年建校，前身為一八八七年創立之香港西醫書院。





The University's Vision

The University of Hong Kong, as a pre-eminent international university in Asia, seeks to sustain and enhance its excellence as an institution of higher learning through outstanding teaching and world-class research so as to produce well-rounded graduates with lifelong abilities to provide leadership within the societies they serve.



Transforming the University for the 21st Century

As we move into the 21st Century, we must face the same intense challenge experienced by universities the world over in transforming themselves into institutions that underpin the knowledge economy and society. As governments and industries look to universities for provision of new and sustainable ideas and technologies as well as education of quality workforces, we must re-orientate our missions and plans to ensure that the necessary transformation can materialize. The University of Hong Kong must have a strategy to lead and respond to community needs of the 21st Century and thereafter.

Indeed, the University of Hong Kong has now developed a five-year Strategic Development Plan which will provide a framework for the Council, in its trustee role, to steer the University towards becoming an internationally acclaimed institution. Our vision is to be amongst the top-tier universities in the world. The Plan will be taken as a living document that will evolve to meet the ever changing requirements of a world-class institution. The annual updates of the Plan will help us monitor the progress towards the realistic targets agreed upon by the University community and all stakeholders.

I am sure that given the support of the University family, its staff and students, HKU can rise to the challenge, and commit with fervour to the implementation of this strategy.

A handwritten signature in black ink, reading "Victor Fung".

Dr Victor Fung
Chairman of Council



The Planning Context

The University of Hong Kong recently celebrated its 90th Anniversary. The underlying theme of that celebration was the commitment made by the University to the Hong Kong community both in terms of Hong Kong's past and its future. Reflection upon the University's past achievements over the last nine decades reveals clearly an institution whose academic and societal contributions are woven into the very tapestry of the history of Hong Kong.

With such a record of achievement as a premier institution of higher learning, the University must dedicate itself to planning its future commitment both to Hong Kong and the wider academic world. Hong Kong has to position itself in the global knowledge-based society. The University of Hong Kong will play its part in this process through producing creative, innovative leaders for society and developing its research strengths so as to ensure Hong Kong's future progress as Asia's World City.

Strategic planning and development have been undertaken throughout the University's history. Given today's exigencies created by the demands and pressures upon universities to support the knowledge-based economy, planning has now to be a more structured and systematic process. There is a need to formalize the process of planning, making it transparent so that it can be supported by the members of the University, its stakeholders and the wider community which it serves.

It is within this context that the University of Hong Kong has produced the most comprehensive strategic plan in its history. At the heart of its future developments are the academic aspirations for its core activities of teaching and research. These aspirations are collectively shared by the Faculties, each of which creates a Faculty Development Plan. The kernel of these faculty plans is the basis of our institutional academic plan which, in turn, underpins the University's needs and demands for resources – for people, money and space.

The Strategic Development Plan for the period 2003-08 seeks to help anchor the institution's forward thinking and action. It is in no way immutable and it will grow organically as the University considers the fulfillment of annual operating targets and the achievement of milestones in its development.

With the on-going support of the members of the University and of the community which the University serves, I am confident that the University of Hong Kong will continue to progress as an internationally competitive university of worldclass standing and reputation.

Professor Lap-Chee Tsui
Vice-Chancellor



The University of Hong Kong in the 21st Century is an institution transformed by the intellectual, social, technological and economic forces that are challenging all of higher education. We see great opportunities if we can harness these forces to shape the future.

The world has changed. The world economy has become increasingly globalized and relentlessly knowledge driven. Against this backdrop, Hong Kong too has gone through great socio-economic change and more is yet to come. Many see Hong Kong's major challenge as its need to define and establish a new identity. Other challenges are posed by social and economic issues, locally, regionally and internationally. The University of Hong Kong must play a role in guiding and helping society to master these challenges. The University is committed not only to adjusting itself to the rapidly changing situations of Hong Kong but also to leading Hong Kong in its transformation. We have the responsibility of moulding our graduates to be better prepared to face the tasks of the future.

To further its aspiration to be ranked among the world's elite universities through international recognition of its standards in teaching and research, the University of Hong Kong has identified four strategic areas which will take priority over the next five years :

1. Enhancing academic excellence
2. Raising global presence and visibility
3. Partnering with society and serving the community
4. Developing and supporting "The University Family"

The thrust of these four strategic areas hinges upon the unique position of the University in Hong Kong and its history of higher education. The University, since its founding, has been the only institution of higher learning in China using English as the medium of instruction. As such, HKU has a distinct advantage in international positioning. Continuing its bridging role between China and the West yet becoming more integrated with the Mainland, HKU's academic enterprises will be directed to serve not only the Hong Kong community but will also enshrine intellectual and cultural values for the success of both Hong Kong and China in the global society.

The four strategic areas will be pursued through :

- * Streamlining the University's governance, management and academic structures utilizing international benchmarks
- * Enhancing communication both internally and externally
- * Improving the professional development infrastructure for staff
- * Expanding and diversifying the University's resource base
- * Fostering internationalization
- * Enhancing the student experience and strengthening student support
- * Enhancing postgraduate teaching and research training
- * Furthering opportunities in continuing professional education and life long learning
- * Deploying new technologies in advancing teaching, learning and scholarship
- * Creating a campus and a campus experience consistent with the University's expectation of excellence

"The University of Hong Kong is a fine university which is prepared to become one of the world's finest. To accomplish that, we will need to exercise teamwork, an inter-disciplinary approach and good communication skills. Indeed, these are the same qualities that we try to instill in our students. A successful university cannot afford to be an ivory tower. We must be active in the community and the rest of the world, and encourage our students to do the same. As Vice-Chancellor, my job is to work with my colleagues to ensure The University of Hong Kong remains a dynamic institution of excellence, one which will soon sit comfortably among the world's best."

Professor Lap-Chee Tsui
Vice-Chancellor
"The Review" 2002



Strategic Area 1

Enhancing Academic Excellence

To advance the bounds of scholarship through engagement in innovative, high impact and leading-edge research within and across disciplines.

To provide the highest quality educational experience to students recruited locally, regionally and from overseas, by maintaining the highest standards of student admissions and by adding value to their academic training in an intellectually stimulating environment.

Operational Priorities

- * Continuously review internal research strategy so as to identify areas of excellence and strength and to formulate a policy that will build and enhance our research excellence in basic and applied R&D
- * Promote building of research teams within and across disciplines to facilitate “area” development, to conduct high impact research and to enhance technology transfer
- * Enhance success rate in competitive research funding exercises
- * Enhance publications record, and record of our scholarly output, as an indicator of research excellence
- * Expand our pool of student applicants through active promotion and recruitment efforts regionally and overseas
- * Deliver courses and degree programmes in the English language, that are of the highest quality and in a comprehensive range of disciplines; where course content is up-to-date, relevant to community needs, and informed by current research; where teaching methods are appropriately student-centred; and develop skills and competencies that will enhance the graduates’ contributions to society
- * Offer students both quality and flexibility in choice of curriculum and encourage the mounting of more joint and double degree programmes; in particular, enhance inter-disciplinary studies



Strategic Area 2

Raising Global Presence and Visibility

To establish HKU's reputation as a premier international university and a member of the global family of universities by performing at the highest international levels and strengthening the international components of University life.

Operational Priorities

- * Benchmark the University's activities against high quality international institutions; recognize and implement best international practice taking into account local issues where appropriate
- * Review the University's existing international network and alliances in order to develop those that will strengthen the global presence and visibility of the University
- * Take a more active role in strategic international alliances e.g., Universitas 21; develop meaningful bilateral alliances; make use of the strengths and achievements of our partner universities to facilitate student movement, faculty development, exchange programmes, etc.
- * Take a more active role in regional alliances to promote the University's role as a knowledge hub in the region
- * Further develop the office of international affairs
- * Recruit international students and provide them with a first class support service, including courses in culture and language
- * Strengthen the international element of the curriculum to enhance global understanding and cross-cultural awareness amongst locally recruited students
- * Take full advantage of the University's unique position as China's English-medium University



Strategic Area 3

Partnering with Society and Serving the Community

To support Hong Kong's continued success as a city of enterprise, to respond to Hong Kong's call for knowledge-based development, and to lead Hong Kong's future as an international city in China, the University of Hong Kong will

Support the development of a knowledge-based society and society's pursuit of quality of life by providing opportunities for lifelong learning;

Strengthen the University's role in society, particularly in mainland China, through engaging in advisory, research and development endeavours, and community activities.

Operational Priorities

- * Rationalize, consolidate and focus the University's teaching and research efforts to provide the Hong Kong community with exceptional value for money and the means to advance societal aims
- * Coordinate development strategies for the "continuum of education", centered on the strengths of the University and the HKU-School of Professional and Continuing Education
- * Review the University's existing network and alliances in mainland China in order to develop collaborations that can strengthen our presence, enhance our reputation, and consolidate and cement linkages already established
- * Expand the establishment of joint laboratories to pool research expertise, and of liaison offices in mainland China to enhance coordination
- * Consolidate and expand recruitment of undergraduate and postgraduate students from mainland China and provide appropriate service support
- * Consolidate, develop and expand HKU's alumni network in mainland China
- * Engage the interests of the government, business, industries, professional bodies in the University's standing, reputation, quality education, relevance, achievements and developments



Strategic Area 4

Developing and Supporting “The University Family”

To build a family of students, staff, parents, alumni, members of the Court, Council and HKU Foundation, benefactors and friends of the University, by facilitating interaction, dialogue, trust and cooperation among all members of the family.

To promote a sense of pride/ownership in the University, increase organizational effectiveness, and project the University’s identity and reputation to the outside world, by improving communication at all levels of the University.

To ensure a university environment that supports excellence and fosters a spirit of trust, collegiality and community among staff at all levels.

To provide a sound financial environment for the University to achieve excellence by implementing an appropriate resource strategy, including seeking financial support from a diversity of sources and developing an entrepreneurial culture.

Operational Priorities

The University Family

- * Build a sense of family and inspire a feeling of common purpose among staff, students and alumni, through development of human values
- * Encourage and respect diversity in scholarship, ideas and opinions within the University
- * Create opportunities for staff and students to work together to articulate shared goals, identify common problems and formulate new solutions
- * Generate a sense of belonging among the alumni body aiming at expansive and sustained engagement of alumni in the affairs of the University

Organizational Effectiveness

- * Establish a governance and management system appropriate to the aspirations of a modern, international, research-led university
- * Promote a collegial and consultative approach to decision-making without inordinately burdening academics with administrative and committee work
- * Balance decision-making at all levels with overall strategic leadership and an effective accountability structure
- * Strengthen internal communication at all levels to engender an esprit de corps by ensuring that decisions and policies are communicated effectively and in a timely fashion to the wider University family
- * Strengthen the University's external relations operation to project the University's identity and reputation
- * Create a strong presence and visual identity of the University in the community through high-grade publications, regular public presentations, collaborative activities and reliable commentary

Human Resources

- * Establish a human resources policy that articulates clearly the importance of staff and staffing matters, and which reflects the University's values in attracting and retaining staff
- * Develop an environment of trust and collegiality that encourages and rewards staff for quality work
- * Enhance the competitiveness and flexibility of the University's terms of employment
- * Strengthen the system of staff development and provide opportunities for professional advancement and retraining
- * Strengthen the system of staff review and develop a culture of self-appraisal at all levels
- * Introduce remedial and exiting measures as appropriate, supported by a fair and transparent appraisal system

Financial Resources

- * Rationalize resource allocation recognizing the need for "selectivity" in use of resources; redeploy resources to support strategic institutional priorities and areas of excellence and strength
- * Expand the University's resource base through fund-raising, public-private partnerships, so that the University might stand on a sound financial footing
- * Strengthen planning, budgeting, monitoring and auditing processes to ensure accountability for the correct and efficient expenditure of public subvention to the University
- * Develop strategies for risk assessment and management to help the University remain internationally competitive in a volatile operating environment

"I envisage building a HKU community of students, academics, staff, alumni and donors that values collaboration and cooperation, and most importantly, that is infused with a sense of pride and ownership for the University. To me, this is not a wish for the distant future; it can be achieved right here, right now with the support of all of you."

Professor Lap-Chee Tsui
Vice-Chancellor

*Opening of the Frontiers in Biomedical Research
December 2002*

The Millennium Master Plan (MMP) - a campus for the future



The Main Campus and the Western Expansion site in its setting in Western District

A major Planning Priority for the University is “Creating a campus and campus experience consistent with the University’s expectation of excellence.” To achieve this goal the University is moving forward on the following strategies for developing the physical environment :

Physical Environment Strategies

- * To ease the high density on the existing campus; provide opportunities for accommodating new initiatives, and realize a well-planned and aesthetically pleasing campus in line with the aspirations of a modern university
- * To use the Millennium Master Plan for the redevelopment of the Main Campus through expansion towards the West to transform the present campus into a world class facility
- * To explore the potential for expansion in the University’s Sassoon Road Campus; establish the planning principles needed to consolidate and further develop a coherent and flexible second campus
- * To promote environmental consciousness among the University community; contribute to a sustainable future through the conservation of natural resources
- * To seek enhancement of environmental performance through collaboration with research colleagues and incorporation of new initiatives and practices into the estates and facilities management system

The Millennium Master Plan

The University has produced a blueprint in the form of the Millennium Master Plan (MMP) for its medium to long term future to meet with its Planning Priorities. A university with world class ambitions requires a campus environment to match. The main focus of the MMP, along with re-planning of the existing Main Campus, is a major expansion to the west onto the only flat piece of land in this part of Pokfulam. The present occupant of this land is Government’s Water Supplies Department. The plan is to make more intensive joint use of the land to provide a whole range of much-needed academic buildings plus recreational facilities and other modern amenities whilst also providing enhanced water facilities for Government. The adjoining tree-covered

hillsides will help provide a pleasant green enhanced campus environment. A new Mass Transit Railway station is scheduled to be located immediately adjoining the expansion site. This will provide a major boost to public access to the University.

Detailed planning and feasibility studies are being actively pursued to bring this exciting concept closer to reality with involvement of the local community being proposed in shaping the actual physical development.

An application has been made to the Government for the land involved in the Western Expansion to be granted to the University as an extension to the existing Main Campus. The land is zoned for Government/Institution and Community (GIC) purposes so that in broad planning terms the Western Expansion project is compatible.

University/Community Interaction

The University already has a strong physical presence in Western District not only in the form of the Main Campus but also in student hostels and in recreation and sports facilities lying along Pokfulam Road and all the way up to its second (medical) campus at Sassoon Road. This presence and University/Community interaction will continue to grow with the proposed Western Expansion to the Main Campus plus further planned University student hostels and informal student accommodation in the surrounding community.

“I sincerely hope the Millennium Master Plan will materialize in the not too distant future enabling the University of Hong Kong to be the HUB of moulding useful future leaders for a better and brighter tomorrow.”

A member of the
University Council



The University's Mission

The University of Hong Kong will endeavour :

- * To advance constantly the bounds of scholarship, building upon its proud traditions and strengths
- * To provide a comprehensive education, developing fully the intellectual and personal strengths of its students while developing and extending lifelong learning opportunities for the community
- * To produce graduates of distinction committed to lifelong learning, integrity and professionalism, capable of being responsive leaders and communicators in their fields
- * To develop a collegial, flexible, pluralistic and supportive environment that will attract, retain and nurture scholars, students and staff of the highest caliber in a culture that inspires creativity, learning and freedom of thought, enquiry and expression
- * To engage in innovative, high-impact and leading-edge research within and across disciplines
- * To be fully accountable for the effective management of public and private resources bestowed upon the institution and act in partnership with the community over the generation, dissemination and application of knowledge
- * To serve as a focal point of intellectual and academic endeavour in Hong Kong, China and Asia and act as a gateway and forum for scholarship with the rest of the world



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