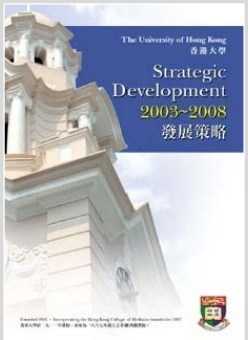
Strategic Development 2009–2014

The University of Hong Kong

September 1, 2009

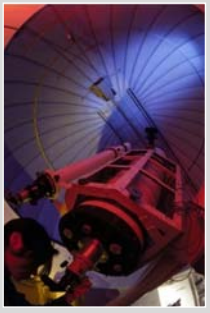
Strategic Development 2003-2008:
The Strategic Areas

- Strategic Development 2003–2008 – a product of consensus & collective efforts of the HKU community
- Four Strategic Areas:
  1. Enhancing academic excellence
  2. Raising global presence & visibility
  3. Partnering with society & serving the community
  4. Developing & supporting "the University family"



Strategic Development 2003-2008:
Recent Progress

- Academic excellence
  - A diverse & stimulating educational experience with subject breadth & interdisciplinarity
  - Substantive progress in curriculum reform for the 4-year structure
- Research achievements
  - Ranks among the world's top 30 research-led institutions
  - 96 of our scientists ranked among top 1% by ISI in 2008
  - Top performance in research funding exercises
- Global outreach & presence
  - Ranked 26th in the world in 2008 and 1st in Asia in 2009 by THES
  - 2,068 non-local students, >2,000 applications from Mainland for 264 UG places in 2008
  - >1,000 students with exchange or placement opportunities overseas



Strategic Development 2003-2008:
Recent Progress

- Community partnership & service
  - 281 patent applications & 103 granted in 2005–08
  - 173 technology commercialization & contract research projects involving >$640m
  - $140m funding from ITC for 72 projects in 2003-08
  - 2,400 workplace/internship placements in 2008/09
- The "University family"
  - Active engagement & relationship building with stakeholders including our extensive alumni network of 123,000 graduates
  - Governance & management reforms to enhance collegiality & organizational effectiveness
  - HRM Reform since 2004: new academic titles in line with international practice; performance-based assessment; enhanced staff development initiatives
- Academic Philanthropy
  - ~$3b donations received in the past 5 years

Planning for the Next Period

Reputation, Tradition & Core Values

Building on the achievements of 2003–2008 & focusing on the development of 2 key features of an outstanding, research-led university:

Reputation

- A leading university in the global arena thrives to a large extent on having a strong reputation which attracts attention from
  - Outstanding scholars
  - Funding bodies and donors
  - The community
    who will in turn invest in the University and further enhance its qualities, environment and tradition

Tradition and Core Values

- The University can capitalize on the strength of its 100 years of tradition to manifest core values such as
  - Commitment to quality and excellence
  - Support for learning and discovery
  - Dedication to the community through service and leadership

Strategic Development 2009-2014:

Planning in Step with the Times

- The global environment
  - Massification of higher learning & need for innovation
  - Globalization & greater demands for graduates with intercultural skills
- Regional and local environments
  - Rising importance of Asia-Pacific in tertiary education
  - Education as one of the 6 pillars of economic development of HK, & HK's position as a regional education hub
  - Higher Education Review by UGC
  - Further integration of HK with the rest of China
  - Launch of a 4-year normative UG programme structure
- HKU's unique East-West gateway role
  - Geographical location, cultural background, reputation & tradition of being an international, English-medium tertiary institution in Asia

Strategic Development 2009-2014:
Planning in Step with the Times

- Planning process and consultation
  - Stakeholder engagement with Council members, SMT, Faculty Deans & Department Heads
  - Consultation forums in May 2009 & online feedback channel for the wider University family
  - Acknowledging our academic successes, cultural diversity and strong alumni network
  - Reaffirming our strategic directions of internationalization, use of English as the *lingua franca* & the mission of nurturing leaders
- Faculty and unit level plans
  - Providing an institutional framework of broad principles & institutional priorities for Faculties & Units to operate & set their development plans

Strategic Development 2009-2014:
A Re-articulated Vision

Our vision today:

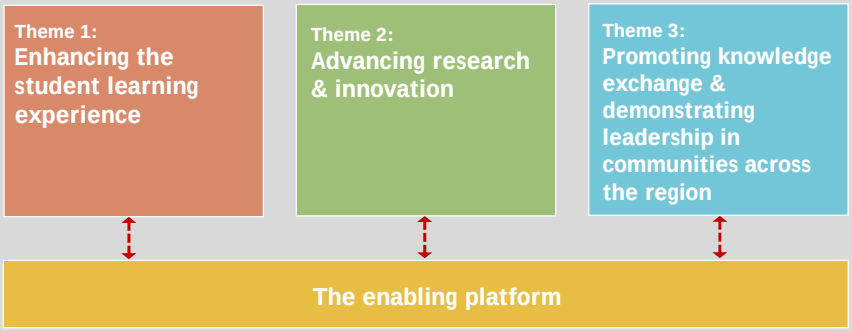
> *"The University of Hong Kong, as a pre-eminent international university in Asia, seeks to sustain and enhance its excellence as an institution of higher learning through outstanding teaching and world-class research so as to produce well-rounded graduates with lifelong abilities to provide leadership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

In response to the changing external environment and emerging needs, we need to sharpen our focus & rearticulate our vision:

> *"The University of Hong Kong envisions itself as the leading international institution of higher learning in Asia, which attracts and nurtures outstanding scholars from around the world through excellence and innovation in teaching and learning, research and knowledge exchange, contributing to the advancement of society and the development of leaders through a global presence, regional significance and engagement with the rest of China."*

Strategic Development 2009-2014:
Strategic Themes

Upon the firm footing built in the four strategic areas from the last period of Strategic Development, three strategic themes have been drawn up to channel the outcomes derived from these areas into respective aspects of the University's development, to be supported by an enabling platform.



Strategic Development 2009-2014:
Strategic Themes

Theme 1:
Enhancing the student learning experience

Strategic Initiatives:

1. Strengthen efforts to recruit outstanding **students**, focusing on diversity
2. Invest in **curriculum reform**
3. Enrich the educational **environment** & enhance student **support**

Operational Priorities:

- ✓ improve diversity of student population to reach 25% non-local with demographic balance at different levels
- ✓ affirm English as medium of T&L & strengthen its use as the *lingua franca* on our campus, and enhance bi-literate & multilingual competencies of students
- ✓ revitalize courses to ensure relevance to the global world
- ✓ implement a new Common Core Curriculum as a unique HKU learning experience with an enabling credit unit structure to facilitate student choice
- ✓ develop experiential learning & international immersion opportunities through agreements with local & international partners

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Operational Priorities (cont'd):

- ✓ provide a virtual learning environment that compliments & enhances other pedagogies
- ✓ promote research-informed teaching & strengthen alignment among learning outcomes, content, pedagogy & assessment
- ✓ recruit academics with international teaching experience & competence
- ✓ enhance professional development, recognition (e.g. awards, promotion, etc.) & career path for teaching staff
- ✓ reinforce student code of conduct

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Breakout Theme:
The New Curriculum & Common Core

- ❖ Six educational aims
- ❖ Varied educational experiences to engage students
- ❖ Common Core Curriculum
- ❖ Enabling structure to facilitate student choice
- ❖ Strengthened language provision
- ❖ Outcome-based learning
- ❖ International & experiential learning
- ❖ Academic induction & advising
- ❖ Capstone experience

Strategic Development 2009-2014:
Strategic Themes

Theme 2:
Advancing research & innovation

Strategic Initiatives:

1. Recruit & retain outstanding **staff**
2. Identify & invest in strategically relevant **research themes**
3. Strengthen **higher degree education** & nurture next generation scholars & researchers
4. Focus on **research integrity**

Operational Priorities:

- ✓ increase no. of high-quality research-active professoriate staff in different categories from the conventional academic track to predominantly research track
- ✓ improve interdisciplinary collaboration through joint appointments
- ✓ continue to attract & retain outstanding staff with a vibrant & supportive research environment as well as reward mechanisms
- ✓ review strategic areas & themes, advance existing strengths & engage stakeholders to develop new ones
- ✓ build a critical mass of core research staff and networks in multidisciplinary research areas

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Strategic Themes

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Operational Priorities (cont'd):

- ✓ improve performance in government & other external funding exercises
- ✓ balance & integrate pure & applied research
- ✓ combine UGC & other resources for better performance
- ✓ fundraising for more endowed professorships
- ✓ enhance RPg student recruitment especially at doctorate level & particularly outside HK & Mainland China to improve quality & diversity
- ✓ inculcate research integrity & ethics

Strategic Development 2009-2014:
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Breakout Theme:
Strategic Research Areas & Themes

- Focused development in areas of strengths
- New facilities and platforms for research excellence to promote interdisciplinary research
- Sharpened focus: 5 Strategic Research Areas (SRAs) & 19 Strategic Research Themes (SRTs) as collaboration platform
- Emerging themes: Communication Disorders, Diversity Studies, Earth as a Habitable Planet, & Stem Cell & Regenerative Medicine

Strategic Development 2009-2014:
Strategic Themes

Theme 3:
Promoting knowledge exchange & demonstrating leadership in communities across the region

Strategic Initiatives:

1. Develop a strong knowledge **sharing culture**
2. Demonstrate community **leadership** across the region in a broad range of fields through enhancing the quality & impact of our knowledge exchange activities
3. **Acknowledge** contributions to knowledge exchange
4. Embed knowledge exchange in the **curriculum**

Operational Priorities:

- ✓ implement a more effective and responsive management & support structure for KE both at central level & across Faculties
- ✓ gradually increase the degree to which KE counts towards budget allocation
- ✓ strengthen the existing Technology Transfer Office as a central set-up
- ✓ set up a database for recording KE activities & for the University to serve as an exchange hub
- ✓ implement a sustainable web-based expertise directory

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Operational Priorities (cont'd):

- ✓ improve communication & publicity within and outside the University through newsletter, reports, seminars, conferences & public events
- ✓ strengthen existing organs of KE (e.g. HKU Press, HKUL, etc.)
- ✓ encompass KE activities in staff performance review process & budget allocation process for academic units
- ✓ set up performance indicators to measure quality & quantity of KE
- ✓ incorporate KE as a curriculum element through expanding opportunities for experiential learning & civic engagement

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Strategic Themes

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Breakout Theme:
Knowledge Exchange as a 2-Way Interflow

- ❖ Proactive 2-way flow of knowledge between the University & non-academic sectors of society for mutual benefits
- ❖ Much wider scope beyond technology transfer
- ❖ Taskforce to coordinate efforts & communication, formulate long-term strategy, & propose assessment mechanisms
- ❖ Strengthen existing setups in TT
- ❖ Seek to generate impact on the 6 economic pillars of HK

Strategic Development 2009-2014:
The Enabling Platform

Four Aspects:

1. Building & enhancing the University's **financial capacities**
   - ✓ diversify & expand funding sources
   - ✓ build up endowments to support endowed professorships, scholarships, infrastructure & IT development
   - ✓ review & enhance existing scholarship & financial support schemes for students from various backgrounds
2. Creating an **environment** supportive of our academic & research missions
   - ✓ inculcate sustainability throughout our academic, financial & physical developments
   - ✓ complete construction of Centennial Campus & other planned capital projects
   - ✓ enhance IT learning infrastructure to support a dynamic virtual learning environment
   - ✓ build additional staff quarters to cope with growing needs
   - ✓ increase student accommodation provision to support a vibrant living-learning environment
   - ✓ optimize use of present landholdings & facilities
   - ✓ expand academic & research infrastructure beyond HK (particularly in Mainland China)

Strategic Development 2009-2014:
The Enabling Platform

Four Aspects:

3. Sustaining a proactive **HR policy & management structure**
   - ✓ diversify international staff profile with an open & equal-opportunity hiring policy
   - ✓ facilitate academic recruitment & retention by adaptive HRM practices
   - ✓ complete governance & management reform
   - ✓ complete implementation of HRM reform
   - ✓ refine HR systems to recognize performance, strengthen academic mentorship & professional advancement
   - ✓ implement ERP system to enhance coordinated resource planning
4. Enhancing the University's **operational capacities**
   - ✓ institutionalize strategic academic initiatives through establishing platforms for promotion of excellence in education, research & knowledge exchange
   - ✓ enhance the University's operational effectiveness and optimise resources by reviewing business processes and streamlining or eliminating as appropriate
   - ✓ improve budget planning & control at the central & Faculty levels
   - ✓ further develop our IT and knowledge management infrastructure
   - ✓ develop Student Information System for more sophisticated information & management operations necessitated by the new curriculum & academic structure

Strategic Development 2009-2014:
The Enabling Platform

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1. Building & enhancing the University's **financial capacities**
2. Creating an **environment** supportive of our academic & research missions
3. Sustaining a proactive **HR policy & management structure**
4. Enhancing the University's **operational capacities**

Breakout Theme:
Enhancing our Mainland Presence

- Contributions to training talents in Mainland
- Strengthened presence through strategic collaborations & recruitment of students from Mainland
- New initiatives in Shenzhen being planned
  - new teaching bases, research facilities, KE activities, educational & professional services

Breakout Theme:
Centennial Campus

- Vision of a new teaching paradigm & learning experience
- Learning Commons
- University District & link with community
- Stakeholder engagement
- Conserving cultural heritage

Strategic Development 2009-2014:
Implementation & Profile Indicators

- Profile Indicators (PIs) have been developed to support holistic assessment of the University & Faculties. They are used to inform discussion, chart trends & identify strengths & weaknesses.
- Faculty PIs are received every year by the Budget & Resources Committee and studied in conjunction with the Faculty Development Plans.
- A broad range of PIs are used for holistic assessment & monitoring of performance & outcomes at both the institutional level and faculty/unit level.
- Some of these PIs are highlighted in the last part of the strategic document as examples for their relevance to the 3 strategic themes & the enabling platform.

THANK YOU

Your views are sought for the furtherance
of the University's excellence