



The University of Hong Kong 香港大學



2009 – 2014

Strategic Development 發展 · 策略



Statue of Dr Sun Yat-sen

"I feel as though I have returned home, because Hong Kong and the University of Hong Kong are the birth place of my knowledge."

Public address by Dr Sun Yat-sen
at HKU's Loke Yew Hall on February 20, 1923

孫中山先生銅像

"我有如遊子歸家，因為香港與香港大學是我知識誕生之地。"

1923年2月20日孫中山先生在港大陸佑堂公開演說

VISION 抱負

The University of Hong Kong, as a leading international institution of higher learning in Asia, strives to attract and nurture 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.

香港大學躋立國際優等學府之首列，標領亞洲，懷抱中華，曠眼世界。教學科研，是必竭心悉力，交流廣益。期勉于精上求精，開新啟昧，薈萃天下英才，教以成美，樹人淑世，明德新民，止於至善。

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制訂指標 引領發展

Forewords

前言

First and Foremost

國際學府 領袖羣倫



There is every reason for the University of Hong Kong to be proud of a record of excellence and outstanding contribution to Hong Kong, China and the global community in the past hundred years of its history. Yet, with global changes and developments happening more rapidly than ever in the information-rich 21st century, there is no room for complacency, particularly so for a knowledge institution with an international reputation as one of the top universities in the region and the world. In seeking to further its excellence and reach new heights, the University must re-examine its role from time to time, and communicate to all its stakeholders the latest strategic directions supporting its development.

The previous Strategic Development document helped the Council steer the progress of the University during the period 2003-2009, and provided clear directions for the University family to move ahead with a strong focus. The present document builds on the firm foundation established and provides an updated strategic framework to guide the University in the next five years of development. My best wishes to the University for another period of advancement and success, which I am sure can be achieved with the continuing outstanding and collaborative efforts of all University members.

回溯百年創校歷史，香港大學對香港、中國內地及至全球社群均貢獻良多，為此我們一直深感自豪。然而，身處廿一世紀資訊爆炸的年代，全球局勢瞬息萬變，發展日新月異，作為一所享譽國際的世界級頂尖學府兼地區翹楚，港大不可就此驕傲自滿。在不斷精益求精，冀能屢創新高的同時，港大亦必須時刻審視本身的角色定位，並與所有持份者緊密溝通，共同探討最新的發展策略方向。

上一份策略發展文件協助校務委員會帶領港大在過去幾年間的發展，並提供了清晰方向，輔以鮮明目標，引領港大這個大家庭邁步向前。本文件植根於既有的穩固基礎，同時提供最新的策略框架，為港大描繪出未來五年的發展路向。本人深信在全校成員努力不懈，群策群力爭取出色表現下，必能達成目標。本人衷心祝願港大再創輝煌新一頁！

Dr Victor K K Fung

GBS, DCS, LLD, DBA

Chairman of Council

(2001-2009)

馮國經博士

校務委員會主席

(2001-2009年)



Continuing to Lead and Contribute

續領風騷 建樹未來



I am delighted to serve my *alma mater* in my new capacity as the Chairman of the University Council, having had a long and deep association with the University as a student, a teacher, a Council member and a variety of other identities. I have witnessed continuously the remarkable developments of this University at close range since my student days, and am most heartened by the University's achievements and the recognition it has received in the world arena in recent years.

This is a dynamic university which is constantly moving with the times in its pursuit of excellence, not only in academic and research endeavours but also in services and contributions to the local, regional and international communities. The University has already produced generations of leaders and will continue to nurture leaders and provide leadership in different walks of life. This is what society expects of us as a premier university in Hong Kong and the region.

The vision statement and the strategic themes highlighted for 2009-2014 are supported by the Council, and they are eminently appropriate for this University as it moves into its second century. There will be challenges ahead, but the University is fully prepared to face those challenges. The Council wishes the University every success in reaching its strategic goals and continuing to make distinguished and useful contributions to the world at large.

我與大學有著深厚的淵源，從學生、教師到履任校務委員會委員，並擔當多項不同職務。對於今次獲委任校務委員會主席，我很高興有此機會，盡我所能貢獻母校。從學生時代開始，我一直見證著大學在不同方面舉足輕重的發展和蛻變，看到大學近年來在國際間所取得的卓越成就，碩果纍纍，更使我深受鼓舞。

港大是一所充滿朝氣和活力的學府，在追求卓越的過程中與時並進。大學除致力於學術與研究工作外，更不忘積極服務本港、地區和國際社群。大學歷來人才輩出，是培育領袖的搖籃，今後亦將繼續悉心栽培學生成為社會各界的棟樑，而作為香港及區內首屈一指的大學，這亦是我們應當肩負的社會責任。

大學即將邁進創校以來第二個世紀，最新訂定的大學抱負及2009-2014年度的策略主題正切合大學在這歷史性時刻的需要，校務委員會全力支持。面對今後的重重挑戰，大學已作好準備，積極應對。校務委員會祝願大學成功實現各項策略性目標，並為世界繼續作出卓越而長足的貢獻。

Dr the Honourable Leong Che Hung

GBS, OBE, JP

Chairman of Council

(from November 2009)

梁智鴻醫生

校務委員會主席

(2009年11月起就任)

Building on a Century of Excellence

扎根百年基業 矢志追求卓越



Profound changes characterize the environment surrounding higher education today. The expansion of new knowledge, establishment of new scientific disciplines and increasing globalization all require a redefinition of the role universities will play in the modern world. As the 21st Century unfolds, The University of Hong Kong (HKU) will face numerous challenges in strengthening its leadership role in higher education and continuing to fulfill its vision and mission. At the same time there are unprecedented opportunities for success.

The forces of globalization have a strong and far-reaching impact on how we should interpret the University's mission and role. HKU is already an international university in terms of staff profile, alumni distribution, research expertise, programme focus, and global outlook. We shall continue to work on enhancing our vibrant collaborations regionally and internationally, and proactively recruit outstanding students and staff including those from outside Hong Kong. To be a truly international institution, we must continue to reach out and engage the world.

The University will celebrate its centenary in 2011. As we enter our second century with a solid reputation, we aspire to reach greater heights of academic excellence and international renown as one of the world's leading institutions of higher learning. We wish to see our footprint and impact continue to expand beyond our community, to China, Asia and the rest of the world. With a shared sense of strategic direction and building on a century of excellence, we reaffirm our commitment to outstanding scholarship and service, to the education of leaders and the generation of new knowledge. We are well-equipped to meet the challenges of the second century with bold thinking and creative vision.

現今高等教育所處環境正經歷根本性的深層變化。新知識的開拓與新科學的建構，以及全球化加劇，使人們必須重新界定大學於現代社會中所扮演的角色。踏進廿一世紀，香港大學將要面對各種各樣的挑戰，以鞏固本身於高等教育界的領導地位，繼續實現其抱負與使命。然而，眼前也同時出現前所未見的成功機遇。

全球化的力量，對於我們該如何詮釋港大的使命及角色有著重大而深遠的影響。就師資、校友分布、研究專業、課程重點及國際視野而言，港大早已成為一所國際大學。我們將會繼續努力加強港大在亞洲區及國際間的合作關係，並積極吸納本港及海外的優秀學生與精英專才。要成為真正的國際化學府，我們必須不斷放眼天下，擁抱全球。

港大將於2011年迎接百年校慶。在踏入第二個光輝百年之時，我們作為全球高等教育界頂級學府之一，冀能於學術上達至更高成就，同時在國際間贏取更大聲譽。期望我們的足跡及影響力能繼續跨越本港社群，遍及中國內地、亞洲以至全世界。秉持固有的策略方向，扎根於百年基業，我們繼續堅守一貫的承諾：致力卓越的學術工作與服務、培育領袖和發掘新知識。憑藉果敢信念與創見，我們已準備就緒，迎接第二個百年的挑戰。

Professor Lap-Chee Tsui
OC, OOnt, DCL, DSc, LL.D, PhD, JP
Vice-Chancellor and President

徐立之教授
校長

A Re-articulated Vision Statement

重闡港大的抱負

As we plan for the next stage of our strategic development, we have reaffirmed our objective to attain international distinction. We have sharpened our institutional focus and re-articulated our vision:

“The University of Hong Kong, as a leading international institution of higher learning in Asia, strives to attract and nurture 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.”

在計劃下一階段的發展策略之時，我們重申追求卓越、飲譽國際的目標，並已進一步調準焦點，及重闡我們的抱負：

「香港大學躋立國際優等學府之首列，標領亞洲，懷抱中華，曠眼世界。教學科研，是必竭心悉力，交流廣益。期勉于精上求精，開新啟昧，薈萃天下英才，教以成美，樹人淑世，明德新民，止於至善。」



Recent Progress

近期進展

The University's *Strategic Development 2003-2008* committed the University to four strategic areas which crystallized our core values and furthered our aspirations to attain international distinction as a leading institution of higher learning:

根據港大的《2003-2008發展策略》，我們承諾專注發展四個策略範疇，藉此實現我們的核心價值，進一步爭取國際聲望，躋身世界優秀大學之列：

- **Enhancing academic excellence**
提升學術水平，力求卓越
- **Raising global presence and visibility**
提升國際地位與形象
- **Partnering with society and serving the community**
與社會攜手並進，服務社群
- **Developing and supporting "the University family"**
發展及維繫「大學大家庭」的構思



These four strategic areas emphasized the importance of outstanding scholarship, internationalization, community relations, and a collegiate spirit of pride and collaboration.

這四個策略範疇所強調的是卓越的學術成就、國際化、社群關係，以及團結合作以大學為榮的精神的重要性。

ACADEMIC EXCELLENCE

卓越學術水平

The past five years have been ones of significant achievement. In the area of teaching and learning, progress has been made in providing our students with a diverse and intellectually stimulating educational experience. They have been presented with subject breadth and exposed to interdisciplinarity through broadening courses, double degrees and innovative multi-subject programmes. International exchange, internships and undergraduate research opportunities have been integrated into many of our programmes.

過去五年，港大成就卓越非凡，在教學方面取得長足發展，為學生帶來多元化及啟發智能的學習體驗，並透過擴大課程內容範疇包括提供博學課程、雙學位課程及創新的多元學科課程，讓學生掌握廣泛及跨領域的學科知識。我們在不少課程中亦加入了國際交流、實習及本科生研究機會。

In the year 2012, the length of undergraduate degree programmes in Hong Kong will move from three years to four years. The University has set up a working group on the 4-year structure and a steering committee on the new curriculum to advise the senior management on the necessary planning. Much progress has already been made in our curriculum reform and some elements of the 4-year curriculum will be implemented in the 2009-12 Triennium.

2012年，香港的本科生學位課程將由三年制改為四年制。港大已就四年制學制成立工作小組，並就全新課程成立指導委員會，以便向大學管理層提供有關所需規劃的意見。我們的課程改革已取得極大進展，並會在2009-2012年三年期間試行四年制課程的部分新元素。



A fine tradition of academic excellence
優良的學術風氣和傳統



RESEARCH ACHIEVEMENTS

In *Strategic Development 2003-2008*, we committed the University to engage in innovative, high impact and leading-edge research within and across traditional boundaries of academic disciplines. As a result, the University consistently ranks among the world's top 30 research-led institutions based on key performance indicators.

As a comprehensive university, the University is able to support a diverse range of research interests, carried out by scholars who maintain high international standards. In 2008-09, 100 of our scientists were ranked among the top one per cent in their fields globally by the Institute for Scientific Information. The quality of our work enables us to attract more research funding than any other university in Hong Kong. In 2008-09, there were 3,319 research projects being conducted across the University supported by \$1,541 million of research funding.

GLOBAL OUTREACH

On the world scene, HKU has established a solid reputation as a premier international university and a member of the global family of universities. The latest THE-QS (Times Higher Education - Quacquarelli Symonds) World University Rankings placed HKU as the 24th ranked university in the world (2009), and the leading university in Asia (2009). These rankings are based on peer reputation, employer preferences, number of international staff and students, staff-student ratio and research quality. In 2009-10, we had a headcount of 2,414 non-local students at all levels of study. The number of undergraduate students receiving international exposure through study, training and placement opportunities overseas is consistently on the rise.

Academic programmes at undergraduate and postgraduate levels and a culturally rich campus environment have enabled us to attract outstanding applicants - both local and international, students and staff - to broaden our educational horizons, enrich the cross-cultural fertilization of ideas and enhance the position not only of HKU but also of Hong Kong as a regional education hub.

研究成就

在《2003-2008發展策略》中，港大承諾在本科及跨學科範疇，進行具創意、影響深遠及尖端的研究。因此，根據主要表現指標，港大一直高踞全球30大研究型大學之列。

作為一所綜合大學，港大能支援具頂級國際水平的學者從事各種各類的研究工作。在2008-2009年度，我們有100名科學家獲科學資訊研究所評為其各自所屬領域中全球百分之一最頂尖的科學家。



A supportive research environment
有利研究發展的環境

我們的工作質素令我們得以較本港任何其他大學獲取更多的研究撥款。在2008-2009年度，港大動用研究資金15.41億港元，進行了3,319個研究項目。

放眼全球

在國際間，港大經已樹立優秀國際大學的聲譽，躋身於全球大學之林。根據最新的泰晤士報高等教育 — QS世界大學排名 (Times Higher Education — Quacquarelli Symonds World University Rankings)，港大全球排名第24 (2009年)，並在亞洲大學排名中高踞榜首 (2009年)。有關排名榜乃根據各家大學的同業評鑑、僱主喜好、國際教職員及學生人數、師生比例及研究質素來釐定評級。在2009-2010年度，港大各級就讀的非本地學生共有2,414人；透過海外研習、培訓及實習機會拓闊國際視野的本科生數目持續上升。



An internationalized learning community
國際化的學習社群

港大的本科生及研究生學術課程，加上文化氣息濃厚的校園環境，吸引了無數本地及海外的優秀人才加入港大成為學生和教職員，使我們得以擴大教育視野、孕育跨文化意念，以及鞏固港大及香港作為地區教育樞紐的地位。

COMMUNITY PARTNERSHIP AND SERVICE

One strategic priority of the University has been to support Hong Kong's continued success as a city of enterprise and to respond to Hong Kong's call for knowledge-based development.

Faculties have reviewed their missions and activities from the perspective of knowledge exchange and confirmed their commitment within the learning process to heightened emphasis on internships and placements. In 2008-09, around 2,400 workplace internships were organized by the Faculties. Students were also involved in over 2,000 community or social services opportunities in and outside Hong Kong.

In applying research results, the total number of patent applications filed in the 2005-08 Triennium was 281, and the number of patents granted was 103. For the same period, there were 173 technology commercialization and contract research projects, involving a sum of over \$640 million. A total of 72 projects were approved for support under various funding schemes of the Innovation and Technology Commission in the period 2003-08, and the total funding received amounted to \$140 million.

THE UNIVERSITY FAMILY

HKU is a community of students, academics, staff, alumni, friends and benefactors who value collaboration and cooperation and carry a sense of pride and ownership in the University. To enhance collegiality and organizational effectiveness, we have streamlined governance, management and academic structure, strengthened internal and external communication, and expanded and diversified our resource base to ensure that the University stands on a sound financial footing.

In September 2004 the University Council approved the principles of the Human Resource Management Reform and endorsed in particular the system of new academic titles to align with international practice and the adoption of performance-based assessment. In the current competitive global environment, the development of a human resource system that values talent and excellence, recognizes performance and supports professional advancement is strategic to the University's continued improvement.

The loyalty and support of our graduates is a distinctive feature of the University. Our 128,000 alumni have been at the forefront of community life in Hong Kong, providing leadership in government, in commerce and industry, in education, and in the arts, sciences and culture. They have contributed generously to the University's future, and have demonstrated their loyalty through a network of mutually beneficial relationships.

聯繫社會 服務社群

港大的首要策略之一是支援香港延續其作為企業之都的成就，同時推動香港繼續朝知識為本的方向發展。

各學院已從知識交流角度就本身的使命與活動進行了檢討，並致力在學生的學習過程中加倍重視實習環節。在2008-2009年度，各學院組織了約2,400個實習職位。學生並透過在本港及外地超過2,000個崗位，參與了社區或社會服務。

應用研究成果方面，在2005-2008年三年間合共提交了281項專利申請，並獲授103項專利；同期進

行了173個技術商業化與合約研究項目，涉及資金逾6.4億港元。在2003-2008年期間，合共有72個項目經由創新科技署計劃獲批資助，所得撥款總額1.4億港元。



港大大家庭

港大是一個由師生、員工、校友、友好及捐助者組成的社群，既重視協作及合作，也以港大為榮，且有歸屬感。為促進共商共議精神及提升組織效能，我們已精簡管治、管理及學術架構，加強內外溝通、開源引流以擴大及分散我們的資源來源，確保為大學提供一個穩健的財政基礎。

2004年9月，港大校董會通過一套人力資源管理改革原則，同意採用與國際慣例接軌的新學術職銜制度，又採納表現為本的評估方法。面對當今競爭激烈的全球環境，港大採取對策，發展一個重視人才與卓越成就、肯定工作表現及支援專業發展的人力資源制度，冀能不斷精益求精。

港大畢業生對母校的忠心和 support 是我們的一大特色。我們的128,000名校友一直走在香港社會的最前端，在政府、工商、教育、藝術、科學及文化等各個領域擔當領導角色，為港大的未來作出了極大的貢獻，互相扶持的人際網絡也顯示校友們心繫港大。

ACADEMIC PHILANTHROPY

HKU has been the leader amongst Hong Kong institutions in cultivating the philosophy of academic philanthropy, receiving continuous support from the community for institutional advancement. In this endeavour, we have been able to rely to a great extent on our benefactors and friends and on our extensive alumni organizations. During the past five years, donations totalling more than \$3 billion have been received, supporting research, scholarships, bursaries, prizes, capital development and the general endowment fund.



Inauguration of Endowed Professorships
「明德教授席」就職典禮

學術捐獻

港大是香港院校中拓展學術捐獻理念的先驅。一直以來，大學的發展得到社會人士不斷支持，這方面的成就主要歸功於熱心的捐助者與大學之友，以及我們龐大的校友會組織。過去五年，港大獲得合共超過30億港元的捐款，支持研究工作、提供獎學金、成立教研獎項、拓展資本及設置各種捐款基金。



Sustaining momentum for the University's continued change and development will be our next biggest challenge. The foundation that has been set in *Strategic Development 2003-2008* will provide a platform for further growth and progress, and assure the University's continued contribution to excellence and innovation.

保持港大的持續改革與發展動力將會是我們下一個最大的挑戰。《2003-2008發展策略》所奠定的基礎將提供進一步增長發展的平台，並確保港大在追求卓越與創意革新方面繼續作出貢獻。



Planning in Step with the Times

審時度勢 與時並進

This Strategic Development document is prepared in a time of considerable fluidity in the planning environment in which the University finds itself. The indeterminacy of future planning is heightened by the worldwide economic crisis, the long term effects of which are still unknown.

GLOBAL ENVIRONMENT

On the global scale, there will undoubtedly be changes in the demand for tertiary education, the type and speed of technology development, the international flow of people and the implementation of ideas, etc, but these are at present difficult to predict. There will be increased requirements for innovation in the creation, dissemination and use of knowledge. In universities, these will involve not only the core activities of teaching and learning and research, but also the capabilities for increasing the impact of knowledge exchange. Essentially this demands a broader, more innovative role for these institutions.

In recent years there have been two major factors affecting tertiary education, massification or the need to expand the scale of teaching and handle a more culturally and socially diverse student population, and globalization. The pressures brought about by massification of higher learning revolve around the maintenance of high quality education for the more numerous and diverse student population, and for research-led institutions, the simultaneous enhancement of the quantity and quality of research. Globalization in higher education is associated with mobility of ideas, people, technology and financial resources. Worldwide, higher education is an area for both competition and collaboration. This is exemplified on the one hand by the rise in prominence of international league tables, and on the other, by the importance of multinational networks such as Universitas 21.

As globalization intensifies, organizations such as the Organisation for Economic Co-operation and Development (OECD) have recognized the increased importance and relevance of tertiary education. At the same time there is a growing demand from students and their eventual employers for programmes that have a strong international component. The latter refers to the content of the curriculum as well as exposure to different cultures, both of which help develop intercultural skills and competencies.

For research-led universities, such as the University of Hong Kong, there has always been a heavy reliance on reputation and prestige to garner support for their activities. Rankings

擬備本發展策略文件之時，港大正處身莫測多變的規劃環境。全球經濟危機的長遠影響仍未可知，令未來計劃更添不明朗因素。

全球高等教育環境

全球對高等教育的需求、科技發展的方向與步伐、人才國際流向及意念落實等無疑將會不斷改變，但現階段這都是難以預料的。知識的創造、傳播及應用將會更需要創意和革新。對大學而言，這不單涉及教與學及研究等核心活動，惟亦關係到能否加強知識交流的影響力。最重要的是：大學須擔當更廣泛、更富創見的角色。



近年來，高等教育一直備受兩大主要因素影響：其一是大眾化問題，即需要擴大教學規模及處理更多文化及社會背景各異的學生，另外是全球化問題。高等教育大眾化帶來的壓力，主要在於需為大量來自不同背景的學生提供優質教育，以及要求研究型院校在研究方面同時實現質和量的提升。高等教育全球化則與意念、人才、技術及財務資源的流動性相關。全球高等教育環境正處於競爭與合作機會並存的時刻。這從全球大學排行榜日益備受重視以及Universitas 21等跨國院校網絡的重要性中可見一斑。

隨著全球化趨勢加劇，經濟合作及發展組織（經合組織）等機構已確認高等教育日趨重要及適切。與此同時，學生及其他日後的僱主均對具有顯著國際特色的課程的需求日增。國際特色既指課程內容，也包括對多元文化的涉獵，兩者均有助拓展跨文化技巧與能力。

對於香港大學等研究型大學而言，聲譽及威望是獲取各界支持的關鍵要素。當今全球主要的大學排名及排行榜，均以研究型大學為重心，這已成為高等

and league tables, which have to date focused largely on these research-led institutions, are now a permanent part of the higher education landscape and cannot be disregarded in setting institutional strategies.

REGIONAL AND LOCAL ENVIRONMENTS



In the last five years, Asia-Pacific has become a region of considerable importance in tertiary education, and the issue for Hong Kong and its leading university is no longer

whether to engage with the rest of the world, but how to engage in and benefit from internationalization. The Hong Kong Special Administrative Region (HKSAR) government has outlined six areas for future development amongst which education ranks high. The notion of Hong Kong as a regional education hub has been widely debated and has recently been augmented by a clear intention to develop more private tertiary institutions which will initially be expected to offer a range of undergraduate programmes. There is no doubt, given the experience of the rest of the world, that some of these institutions will eventually wish to develop their own research activities. The roles of and relationships between the increasing number of universities in Hong Kong will have to be carefully worked out if, indeed, the concept of a regional education hub is to be truly successful. At the same time, the University Grants Committee, which at present oversees the eight publicly funded institutions in Hong Kong, has commenced a Higher Education Review, intended to look at the sector in a comprehensive manner, benchmarking with constituencies outside of Hong Kong. Issues such as institutional role differentiation, quality assurance, funding, knowledge exchange and community relations, internationalization and collaboration with the rest of China will be integral to the review.

As Hong Kong and the rest of China integrate further, especially in the rapidly expanding Pearl River Delta region, there will be numerous opportunities for additional collaboration and expansion of operations.

In 2012, the publicly funded institutions will move from a 3-year to a 4-year normative undergraduate programme. This renaissance in the educational system in Hong Kong provides a unique opportunity to reaffirm our goal of providing an outstanding student-centred learning experience and to renew our commitment to a university education distinguished by its international outreach and outlook.

教育規劃中不可或缺的一環，是制訂院校策略時必須考慮的因素。

地區內及本地高等教育環境

過去五年，亞太地區在高等教育方面已成為一個相當重要的地區，對香港及其頂級大學而言，問題不再是應否與世界各地銜接，而是如何參與國際化並從中獲益。香港特別行政區（香港特區）政府已就未來發展提出六大產業，其中教育位居前列。有關香港作為區內教育樞紐的議題已被廣泛討論，而最近亦浮現了清晰的意向，就是設立更多私立高等院校，初步預期可提供一系列本科課程。從世界各地經驗所得，這些學院中總有一些最終會希望開展其本身的研究活動。香港發展為區內教育樞紐的概念倘能真正實現，我們必須審慎處理該等本港新增大學的角色以及相互之間的關係。與此同時，目前負責監察本港八所受公帑資助院校的大學教育資助委員會亦已展開高等教育檢討，旨在全面審視本地高等教育界，並與本港以外地區的優秀學府作比較。有關院校角色區分、質素保證、資助、知識交流與社區關係、國際化，以及與中國其他地方合作等問題亦會納入檢討內容之中。

隨著香港與中國內地進一步融和，尤其在迅速擴展的珠江三角洲地區，將會湧現更多合作及拓展活動的機會。

於2012年，受公帑資助的院校將由三年制學士學位課程改為四年制。本港教育制度改革給予我們難得的機會，重申我們的目標，提供一種以學生為中心的卓越學習經歷，並延續我們的承諾，致力提供兼具國際視野和前景特色的大學教育。



Launch ceremony of the EMBA – Global Asia programme (June 2008)
EMBA-Global Asia 課程啟動儀式 (2008年6月)

UNIQUE EAST-WEST GATEWAY ROLE

The University of Hong Kong is well placed to serve a unique role, and its contributions are certainly not limited to the HKSAR. By taking advantage of its geographical location and cultural background as well as its long tradition of being an international, English-medium tertiary institution in Asia, the University is ideally positioned to bring together East and West, and to bridge Mainland China and the region with the rest of the world. Given its stature and reputation, it can act strategically as a contributor to the economic, scientific, infrastructural, educational, social and cultural developments of China and the region.

PLANNING PROCESS AND CONSULTATIONS

Development of the strategic plan for 2009-2014 commenced in 2007 and has involved consultations and brain-storming sessions with a wide range of University stakeholders including the Council and Senior Management Team, Deans and Department Heads, and staff, students and alumni. Members of the University family were also encouraged to provide feedback through an online questionnaire.

It emerged from the discussions and consultation sessions that as well as a shared pride in our academic successes, cultural diversity and a strong alumni network, there is a general recognition of the strategic importance of accelerating internationalization and strengthening the use of English as the *lingua franca* on our campus. Sentiments have also been expressed that the University should enhance its national presence, specifically utilizing the unique position of the University as a gateway between China and the West. Views have been heard on the need for the University to emphasize and reconfirm its longstanding dedication to nurturing leaders for society. Many of the ideas and comments received have been used to refine and strengthen the strategic framework for 2009-2014 as presented in this document.



Consultation meeting (May 2009)
諮詢會 (2009年5月)

FACULTY AND UNIT LEVEL PLANS

The University's Strategic Development document sets out broad principles and institutional priorities that individual Faculties, centres and units, through their annual development plans, seek to implement in line with their specific missions. It is intended to set an institutional framework in which the individual academic units will operate, and unit level development plans will include goals, targets, deliverables and outcomes as appropriate.

擔任東西方橋樑的獨特角色

香港大學正好擔當一個獨特的角色，而其貢獻絕不限於香港特區。受惠於其地理位置及文化背景，加上其長久以來作為亞洲一所以英語授課的世界級高等學府，港大處於極佳位置，將東西方文化融和結合，並可成為中國內地及區內與世界其他地方之間的橋樑。憑藉其地位及聲譽，港大可發揮策略作用，對中國及區內的經濟、科學、基建、教育、社會及文化發展等方面作出貢獻。

規劃過程及校內諮詢

2009-2014年度策略計劃於2007年開展，過程遍及一眾港大持份者，包括校務委員會及大學管理層、院長及學系主任，以及教職員、學生及校友等，進行諮詢和舉行集思會。我們亦鼓勵港大成員透過網上問卷調查提出回應。

從討論及諮詢會可見，大家除了對港大學術成就、多元文化及強大的校友網絡均持有的一份自豪感以外，亦普遍認同大學須加速國際化及以英語作為港大校園通用語的策略性意義。此外，有意見表示港大應提高其於國家的知名度，尤其可善加利用港大充當中西方橋樑這個獨特的角色。我們亦收到意見要求港大強調及重申其長久以來一直致力培育社會領袖的辦學目標。收集所得的許多想法及意見已用於改良及強化2009-2014年度的策略框架，並於本文件呈列。

學院及教學單位的規劃

港大的發展策略文件載列廣泛性原則和優先次序，個別學院、教研中心及單位會以此作為軸心，加上其各特定使命，制定其年度發展計劃。我們將擬就一個制度框架，讓個別學術單位適當地將其目的、目標、可達成事項及成果等，納入其單位層面的發展計劃之中。

Strategic Themes for 2009-2014

2009-2014年度的策略主題

To further our vision, we will focus our activities around the following three strategic themes for 2009-2014. Underpinning the themes is our intent to advance our global and regional competitiveness and our engagement with the rest of China, as we continue to cultivate a community of excellence.

為進一步實現我們的抱負，我們在2009-2014年度的活動重點將圍繞以下三大策略主題。配合這三大主題，我們會致力提升港大的全球及地區競爭力，並加強與中國其他地方的連繫，繼續培育優秀社群。

Enhancing the student learning experience

提升學生的學習經歷

Advancing research and innovation

推進研究 積極創新

Promoting knowledge exchange and demonstrating leadership in communities across the region

促進知識交流 彰顯領導地位

The key strategic initiatives and operational priorities under each of the themes will be supported by an enabling platform which will enhance the University's financial, physical, human resource and operational capabilities.

我們將建立一個平台，提升港大的財政、設施、人力資源及營運能力，藉以支援各主題之下的重要策略方針與實施重點。

The four areas outlined in *Strategic Development 2003-2008* were developed to guide the University in its pursuit of world-class standing and excellence in the core attributes of a university. As such, they will continue as our underlying goals in the years to come.

《2003-2008發展策略》勾勒的四大範疇已成功帶領港大向目標邁進，在大學主要的素質上達至世界級水平，不斷精益求精。因此，未來我們將仍以該四大範疇作為基本目標。



STRATEGIC THEME 策略主題 1

Enhancing the Student Learning Experience

提升學生的學習經歷

As a comprehensive, research-intensive, public university, the University of Hong Kong will offer a first-rate liberal undergraduate curriculum, outstanding preparation for professional qualifications, and excellence in postgraduate studies to a diverse and talented student population.

作為一所公立的研究型綜合大學，香港大學將為來自四方的學生精英提供一流的、強調通才的學士學位課程、優質的專業資格預備課程，以及頂級的研究生課程。

The University aims to attain international distinction as a leading academic institution committed to providing an intellectually stimulating environment for learning. We strive to achieve a nexus between teaching, learning and research by recruiting staff who excel both as researchers and as teachers capable of inspiring our students' intellectual curiosity and passion for learning. We also aim to revitalize our curriculum through planning a 4-year undergraduate academic structure for implementation in 2012. The University will use this unprecedented opportunity to revisit and critically reflect on the curriculum, to reaffirm its goal of providing an excellent student-centred learning experience, and to renew its commitment to a university education distinguished by its global relevance and international outreach.

The University campus, including the planned opening of the Centennial Campus in 2012 and off-campus facilities, will also provide a 21st Century learning environment to support the development of innovative pedagogies, especially those incorporating the use of technology-supported and student-centred learning.

In pursuit of our aim to enhance the student learning experience, we will implement the following strategic initiatives:

港大的目標是成為世界級頂尖學府，能提供一個啟發思維的學習環境。我們要求教職員不單學術成就驕人，同



Multi-cultural student population and activities
跨文化學生社群與交流活動

時亦能通過教學激發學生的求知慾以及對學習的熱忱，致力將教導、學習與研究環環緊扣。四年制學士學位將於2012年實施，我們將會通過擬訂有關學術架構，進行課程改革。港大將利用這個極為難得的機會，檢討和嚴肅地反思我們的課程；重申我們的目標，提供一種以學生為中心的卓越學習經歷，並延續我們的承諾，致力提供與全球共融且具國際視野的大學教育。

大學校園，包括計劃於2012年落成的百周年校園及其他園外設施，將提供一個融合廿一世紀教學需要的學習環境，支援創新教學法的發展，尤其是結合科技輔助及以學生為中心的教學法。

為了提升學生的學習經歷，我們將實施以下策略方針：



The Learning Commons in the HKU Centennial Campus (artist's impression)
百周年校園內的研習坊 (構想圖)



Student programme in global citizenship
著重培育環球公民的課程



STRATEGIC INITIATIVES

1. Strengthen efforts to recruit outstanding students, focusing on diversity in our student population

As a leading international university, we must make academic excellence the fundamental criterion for student admission. We must maintain rigour in our recruitment exercises so that academically outstanding students will be selected. We will recruit from diverse cultural and ethnic backgrounds, and emphasize qualities of character and potential to make an impact on the world, so that these students might contribute to the larger society as responsible citizens.

To prepare students for global citizenship, it is essential that an international perspective pervades the curriculum across the University. Explicit attention must be paid to the global relevance of our programmes if they are to be attractive to a diverse international student population.

2. Invest in curriculum reform

The University will invest significantly in a new curriculum which will be partially introduced in 2010 and fully implemented in 2012 when we launch the 4-year undergraduate academic structure.

The new curriculum structure will give students flexibility, choice and breadth of knowledge. In addition to enabling students to develop a strong disciplinary and interdisciplinary knowledge base, it will also nurture critical and independent thinking, develop effective communicators and team players, and produce imaginative and creative leaders. It must also inculcate moral values and ethical principles to guide their everyday action. These qualities are essential if our students are to be successful and responsible citizens of the 21st Century, and their attainment will be tracked through reformed student assessment processes.

3. Enrich the educational environment and enhance student support

For the University to recruit the best undergraduates, we will enhance substantially our student support infrastructure to enable students to benefit from the enriched learning environment. Excellent academic advising, counselling and career services will be provided. There will also be increased emphasis on academic integrity and ethical development.

We will provide more opportunities for students to have in-depth experiences internationally and in the Mainland, and ensure that these are supported financially. There will be expanded opportunities for experiential learning through partnership with government departments, non-government organizations and commercial enterprises.

The provision of a variety of student residential places will be accelerated to support an intellectually vibrant living-learning environment.

策略方針

1. 加強力度吸納英才 致力拓展生源

作為一所領袖群倫的國際大學，我們的基本招生準則必然以學術成績為先。我們必須遵循嚴謹的招生程序，確保能選出學術成績優異的學生。我們會從不同文化與種族背景的學生中挑選英才，並尤其著重他們的性格特質以及影響世界的潛能，培育他們成為盡責的公民，為廣大社群作出貢獻。

我們必須在大學課程中融入國際視野的元素，方可裝備學生成為環球公民。我們的課程亦必須特別注意採納涉及全球的元素，始能拓展多元化的國際生源結構。

2. 投放資源 改革課程

港大將會為新課程作出重大投資，部分新元素將於2010年開始試行，並於2012年全面實施，屆時我們將正式落實四年制學士課程架構。

新課程架構將賦予學生更靈活、多樣化且多層面的選擇，以汲取知識。新課程架構除有助學生建立強大的本科及跨學科知識基礎外，更著重培訓學生的批判性思考與獨立思想能力，並協助他們掌握有效的溝通技巧，成為出色的團隊成員，最終成為想像力與創造力兼備的領袖。此外，新課程結構必須助學生樹立正確的道德價值及倫理觀念，作為他們日常生活的指引。我們的學生要成為廿一世紀成功且負責任的公民，這些特質缺一不可。我們將通過革新的學生評估流程有系統地記錄學生取得的成就。

3. 豐富教學環境 加強學生支援

為使港大能招收最優秀的本科生，我們將大幅提升支援學生的基建設施，為學生營造更豐富多采的學習環境，並將提供一流的學術指導、輔導與就業服務。此外，我們會加倍強調學術誠信及倫理道德的重要性。

我們將為學生提供更多機會，深刻體驗海外及內地的學習生活，並確保提供相關的財政資助。此外，透過我們與政府部門、非政府組織及商界企業的夥伴合作關係，學生將可獲取更多實習機會。

我們將加快提供多種不同類型的學生宿舍，為學生營造一個啟發多元智能的學習生活環境。

OPERATIONAL PRIORITIES	實施重點
<p>☑ through a vigorous recruitment campaign and through scholarships, we aim to increase quality intake of students at all levels and across all disciplines, attract the best students from around the world, improve the diversity of our student population aiming to reach a goal of 25% non-local student population, and balance student demography and student mix at undergraduate, taught postgraduate and research postgraduate levels</p>	<p>透過大規模的招生活動以及獎學金計劃，用以提高各級別和各學科的新生質素，吸引來自世界各地的頂尖學子，建立一個更加多元化的生源結構，並期望能達至非本地生佔25%的目標，以及平衡學士學位課程、修課式與研究式的研究生課程等學生人數及比例</p>
<p>☑ by affirming English as the medium of teaching and learning, we will strengthen the use of English as the <i>lingua franca</i> on our campus, and at the same time continue our commitment to enhancing the bi-literate and multilingual competencies of our students</p>	<p>透過確定英語為教學語言，加強使用英語作為港大校園的通用語，同時堅持我們的承諾，提升港大學生的雙語及多種語言的能力</p>
<p>☑ through continuous revitalization of our courses, we will ensure the relevance of our curriculum to a globalized and ever changing world, and strengthen the development of generic intellectual skills to enhance the lifelong learning capability of our graduates</p>	<p>透過不斷革新課程，確保港大課程能緊貼全球化趨勢以及瞬息萬變的世界，並會加強培育學生的共通能力，以提升港大畢業生的終身學習能力</p>
<p>☑ with the cooperation and input of all academic units, we will implement a new Common Core Curriculum as a unique HKU learning experience, and enhance the flexibility of the curriculum through an enabling structure that facilitates student choice</p>	<p>通過各學術單位的合作與參與，推行全新的「核心課程」作為港大獨有的學習體驗，並設計方便學生作出選擇的機制，從而提高課程的靈活性</p>
<p>☑ through agreements with our local and international partners, we will strengthen the elements of experiential learning and increase international and Mainland immersion opportunities such as exchange programmes and overseas internships</p>	<p>透過與本地及海外合作夥伴達成協議，加強實習元素，並通過交流計劃及海外實習等機會，增加學生在海外及中國內地的學習體驗</p>
<p>☑ through providing a virtual learning environment that complements and enhances the experiential and face-to-face modes of learning, we will provide a richer and more diverse learning experience for our students</p>	<p>透過建立虛擬的學習環境，補足並改進體驗式及面對面的教學方式，為學生提供更豐富多元的學習體驗</p>
<p>☑ through promoting research-informed teaching, strengthening alignment between learning outcomes, content, pedagogy and assessment, and ensuring that learning goals and standards are clearly communicated to both undergraduate and postgraduate students, we will place due emphasis on the importance of teaching</p>	<p>透過提倡以研究為基礎的教學，以及加強統整學習成果、內容、教學法與評估，並確保向本科生及研究生清楚傳達學習目標和標準，對教學的重要性給予充分的重視</p>
<p>☑ by putting emphasis on international recruitment and bringing in academics with international teaching experience and a strong record of teaching competence, we will ensure the cultural diversity of our teaching staff and underpin teaching quality</p>	<p>透過國際招聘活動，將世界各地的教學經驗與優良師資帶到港大，確保教學人員擁有多元文化背景，支持優質的教學水平</p>
<p>☑ through seminars, workshops and training courses, we will support the professional development of our teachers, and emphasize dedication to teaching and commitment to caring for students</p>	<p>透過研討會、工作坊及培訓課程，支援港大教學人員的專業發展，並加倍致力於教學工作以及加強對學生的關懷</p>
<p>☑ through recognition and reward of excellence (e.g. awards, promotion, etc) and creating career paths for dedicated teachers, we will acknowledge staff for outstanding teaching and curriculum design</p>	<p>通過表彰及獎勵教員的卓越表現（如獎項、晉升等）以及規劃專業發展路向，對教員的出色教學與課程設計加以肯定</p>
<p>☑ by reinforcing a student code of conduct, we will nurture a strong commitment to self-directed learning and a better learning environment for all students</p>	<p>通過推動學生行為守則，致力培育全體學生的自主學習能力，並為他們提供一個更理想的學習環境</p>

The New Curriculum and Common Core

新課程及核心課程

The University is capitalizing on the unique opportunity of the education reform in Hong Kong, which involves the introduction of a new 4-year undergraduate academic structure in 2012, to revisit and renew the undergraduate curriculum both in terms of form and content. Extensive University-wide consultation has been a vital and integral part of the reform process.

The University Senate has endorsed six educational aims for the new curriculum, designed to enable students to develop capabilities in :

- ✓ pursuit of academic/professional excellence, critical intellectual enquiry and lifelong learning
- ✓ tackling novel situations and ill-defined problems
- ✓ critical self-reflection and greater understanding of others, and upholding personal and professional ethics
- ✓ intercultural understanding and global citizenship
- ✓ communication and collaboration
- ✓ leadership and advocacy for the improvement of the human condition

The overarching goal is to make available varied educational experiences and to structure them so that students engage with these experiences in meaningful and coherent ways throughout their undergraduate education.

Among the key elements of the new structure is the development of a HKU Common Core Curriculum, which will enable all students to explore human experiences in local, regional and global contexts using different modes of intellectual enquiry. Other key elements include: an enabling structure that facilitates student choice; strengthened language provisions in both English and Chinese; an emphasis on outcome-based student learning; increased provisions for international and experiential learning; enhanced academic induction and academic advising; and a capstone experience. By introducing aspects of the new curriculum from 2010, students will be able to benefit from some of these new elements before the territory-wide academic reform comes into full operation in 2012.

本港將於2012年推行全新的四年制學士學位課程，港大現正抓緊教育改革所帶來的獨特機遇，重新檢討及更新學士學位課程的形式及內容。對於整個改革過程而言，在大學層面進行廣泛諮詢相當重要，是不可或缺的工作。

港大教務委員會已認定新課程的六大教育目標，這些目標旨在幫助學生發展以下才能：

- ✓ 學術/專業上追求卓越，慎思明辨，實踐終身學習。
- ✓ 善於處理嶄新、未能定性的難題。
- ✓ 勤於自省，體恤他人，秉持個人及專業操守。
- ✓ 尊重文化差異，盡環球公民責任。
- ✓ 加強溝通和合作能力。
- ✓ 提倡和領導人類社會的進步。

整體目標乃為創造豐富多采的教育體驗，並加以整合，讓學生得以在整個大學階段通過有意義、有條理的方式經歷這些體驗。

新學制其中一項主要元素是發展港大核心課程，此課程將有助全體學生透過不同形式的深入思考，於本地、區內以至全球探索人類經驗。其他主要元素包括：設立方便學生作出選擇的機制；加強中、英雙語運用；著重成果為本的學習模式；提供更多國際性及體驗式的學習機會；學術上加以引導及予以指導；以及安排總結性學習體驗。我們將於2010年開始試行部分新課程，讓學生可於2012年本港全面落实推行教育改革前率先體驗其中某些新元素的好處。



STRATEGIC THEME 策略主題 2

Advancing Research and Innovation

推進研究 積極創新

As a research-intensive institution, the University of Hong Kong aims both to investigate fundamental problems and to contribute to the application of knowledge. We will carry out research in an environment that supports discovery and innovation and which improves the economic, social and cultural prosperity of communities in Hong Kong, China, the region and beyond.

作為一所研究型院校，香港大學一直以探究基本問題及促進知識運用為目標。我們將在一個有利於發掘新知與創新的環境中進行研究工作，帶動本港、中國內地、區內以至全球社群的經濟、社會及文化繁榮進步。

Our reputation as an institution of global distinction is intricately related to the quality and vitality of our research and the international recognition of our research staff. The creation and application of new knowledge that propels societies forward and transforms lives and cultures have become increasingly significant in the 21st Century, in which new challenges and opportunities are emerging at an unprecedented rate. In our research planning, we will preserve and promote an environment conducive to scholarship, and focus on the quality and impact of our research efforts. We will implement the following strategic initiatives:

港大之所以成為享譽全球的世界級學府，與其研究的高水平及活躍程度，以及研究人員的國際知名度有著密切的關係。新知識的開拓及應用可推動社會邁步向前，令生活及文化方式轉變，這對於新挑戰和新機遇空前湧現的廿一世紀來說尤其重要。在我們的研究規劃中，我們將維持及提倡一個有利學術研究的環境，並專注提升研究工作的水平及影響力。我們將實施以下的策略方針：



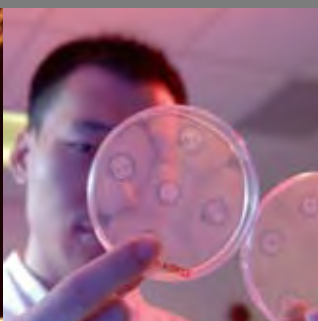
Frontier Technology
前沿技術



Environment
環境



China
中國



Biomedicine
生物醫學



Community
社區

Strategic Research Areas

策略性研究範圍



STRATEGIC INITIATIVES

1. Recruit and retain outstanding staff

To maintain a leadership position, we must keep the recruitment, development and retention of world-class staff as one of our highest priorities. We will continue to be proactive and vigilant in our recruitment and retention initiatives for senior professoriate, mid-career and junior staff.

2. Identify and invest in strategically relevant research themes

We will enhance our record of achievement in disciplinary and interdisciplinary research. We will continue to strengthen the substantial inter-connectedness of our Faculties and programmes to foster synergistic collaboration to achieve greater research impact. We are committed to the development of new research strengths and to development of research in diverse fields, but given the vast and rich range of human knowledge, we must prioritize and foster selected strategic research areas in order that excellence is attainable. In the medium term we will pay greater attention to interdisciplinary research by developing facilities to support research excellence in the areas of arts and humanities, physical sciences and engineering, and medicine and biosciences, involving both present and additional staff members.

3. Strengthen the quality of research higher degree education, particularly PhD education, and nurture the next generation of scholars and researchers

We will sustain our reputation as a leading centre of research training and doctoral education. In addition to a significant increase of our PhD student number in the next few years, we will improve the vibrancy of our postgraduate population by building on their diverse backgrounds and recruiting the best from inside and outside the region. To provide excellence in postgraduate education, we will develop a supportive and mentoring environment, enhance training in research fundamentals and review our coursework requirements. Building on our experience of research exchange, we will put in place formal arrangements for double and joint research degrees and offer opportunities for further academic exchange.

4. Focus on the importance of research integrity

We will ensure that our researchers observe and uphold the University's policy of ethical practice, which includes maintenance of standards and fundamental principles of responsible and honest behaviour in research.

策略方針

1. 延攬傑出教職員

為保持領導地位，我們的首要工作之一是招攬、培育及挽留世界級教職員。我們將繼續採取積極而謹慎的態度，延攬高級教授以至中初級教職員。

2. 選定研究主題並投放資源

我們在學科與跨學科研究方面早已是碩果纍纍，並力求再創佳績。我們將繼續加強學系與課程之間的實質聯繫，促進協同合作關係，從而加強研究影響力度。我們致力拓展嶄新的研究優勢及開發不同領域的研究工作，惟鑒於人類的知識範疇過於博大精深，我們必須優先選取合適的策略性研究領域，方可達至卓越的研究成果。中期而言，我們將加倍專注於跨學科研究工作，為此我們將建立設施，投入現有人力及增聘人員，力求在人文科學、自然科學與工程、醫學與生物科學等範疇實現卓越的研究成果。

3. 加強研究式高級學位教育，尤其是博士學位教育的質素，培育新一代的學者及研究人員

我們將延續港大作為頂級研究培訓及博士生教育中心的領先地位和良好聲譽。未來數年我們會大幅增加港大博士生的數目，更會為港大研究生群體注入新活力，招聚更多來自不同背景、境內外最優秀的學生精英。為提供一流的研究生教育，我們將建立一個互相砥礪、循循善誘的環境，加強研究原理的培訓，以及檢討我們對課程習作的要求。根據我們的研究交流經驗，我們會就雙學位及聯合頒授的研究式學位作出妥善和正式的安排，並將為學生提供機會作進一步的學術交流。

4. 強調研究誠信的重要性

我們將確保研究人員恪守及秉持港大的道德操守政策，包括在研究過程中持守盡責及誠實表現的標準和基本原則。

OPERATIONAL PRIORITIES	實施重點
<p>☑ by diversifying our recruitment and funding strategies, we will increase the number of high-quality, research-active professoriate staff in different categories, from the conventional academic track to a predominantly research track</p>	<p>通過多元化的招聘及撥款措施，增聘優秀的教授級人員參與教研工作，亦增聘研究學者，專責從事研究工作</p>
<p>☑ through joint appointments, we will improve interdisciplinary collaboration and break down traditional administrative barriers between research centres/institutes and faculties/departments</p>	<p>透過聯合委任制，加強跨學科合作，並打破研究中心、學院、學系和部門之間的傳統行政壁壘</p>
<p>☑ by promoting a vibrant and supportive research environment, and by rewarding research performance, we will continue to attract and retain quality professoriate staff</p>	<p>透過建立一個充滿活力並提供支援的研究環境，以及頒發研究表現獎賞，持續地招攬並保留優秀的教授級人員</p>
<p>☑ through identifying, reviewing and investing in designated research areas and themes, and engaging stakeholders in the process, we will advance existing areas of research strength and develop important new ones</p>	<p>透過選定、檢討及投放資源於指定的研究範疇和主題，並讓持份者參與有關過程，增強我們在現有範疇的研究實力，同時開拓更多重要的新領域</p>
<p>☑ by building up a critical mass in our multidisciplinary research areas, we will develop institutes of research excellence with core research staff, networking with other researchers both within and outside the University</p>	<p>在跨學科研究範疇建立臨界規模，發展具卓越水平的研究所，以薈聚核心研究人員，從而與港大內外其他研究員建立關係網絡</p>
<p>☑ by building dedicated facilities for advanced research, we will foster interdisciplinary synergy</p>	<p>透過營建先進研究設施，鼓勵並推動跨範疇合作，從而促進研究活動的協同效益</p>
<p>☑ by strengthening our research culture, we will continue our efforts to improve performance in government and other external funding exercises</p>	<p>通過鞏固研究文化，繼續努力改善我們於政府及其他校外撥款資助活動的表現</p>
<p>☑ by engendering a balance and integration between “basic” and “applied” research, we will enhance performance in both dimensions</p>	<p>通過將「基本」與「應用」研究兩者平衡結合，將可同時提升兩方面的表現</p>
<p>☑ by combining both government and non-government resources, we will improve our capacity for innovation</p>	<p>結合政府與非政府資源，增進我們的創新能力</p>
<p>☑ through increased efforts in raising donations, we will increase the number of endowed professorships</p>	<p>加大力度募集捐獻，增加捐贈教授席位數目</p>
<p>☑ through enhanced student recruitment efforts, particularly outside Hong Kong and China, we will increase the number and diversity of quality research postgraduate students, especially at the doctorate level</p>	<p>透過加強招生工作，特別在香港及中國以外，吸納更多和來自不同背景的優質研究生，尤其是博士生</p>
<p>☑ by highlighting the importance of research integrity, we will inculcate ethical codes of behaviour in research practices</p>	<p>透過強調研究誠信的重要性，在研究實務工作中建立研究道德守則</p>

Strategic Research Areas and Themes

策略性研究領域及主題

To facilitate focused development in areas of strength, the University has identified research themes which will be strategic to the HKU mission. We have also provided seed funding and research postgraduate places to support their development. Each theme provides a platform for fostering and advancing research excellence by drawing together interested researchers from different departments and units, and creating interdisciplinary synergies. The research areas and themes are reviewed periodically to ensure their currency amidst the dynamic developments of the University and the changing world.

The first set of eight Strategic Research Areas (SRAs) and 21 Strategic Research Themes (SRTs) was identified in 2004 following extensive consultation. A review has led to the development and adoption of a modified set of five SRAs and 19 SRTs since 2008, showing a more sharpened research focus for the University and incorporating newly-emerged themes:

SRAs	SRTs
Frontier Technology	Genomics; Drug; Nano-biotechnology; Computational Sciences; Information Technology;
Environment	Clean Energy; Sustainable Environment; Molecular Materials
China	China-West Studies; Contemporary China; China Business & Economics;
Biomedicine	Infection & Immunology; Development & Reproduction; Healthy Ageing; Cancer; Biomedical Engineering;
Community	Public Health; Law, Policy & Development; Sciences of Learning.

Identifying these SRAs and SRTs will enable the University to prioritize and focus its research on proven strong areas and on areas where further interdisciplinary collaboration within the University is most likely to lead to research breakthroughs.

In addition to the 19 themes above, a number of emerging themes have been identified at the Faculty level for further development in the coming years, and these include: Communication Disorders, Diversity Studies, Earth as a Habitable Planet, and Stem Cell and Regenerative Medicine.

為能專注發展強項領域，我們因應大學的使命認定了多個策略性科研主題，並提供種子撥款及研究生學額，支援該等研究工作的發展。每個主題均會設置平台，薈聚不同單位的研究人員，善用跨學科的協同效應，培養及推動研究達卓越水平。我們會定期檢討有關研究領域及主題，以確保研究緊貼大學及現實世界中充滿活力、瞬息萬變的發展。

經過廣泛諮詢，港大於2004年釐定出第一套的8個策略性研究領域及21個策略性科研主題，其後經過檢視，2008年再將之修訂及發展為5個策略性研究領域和其下19個科研主題，在反映港大的研究焦點之時，也將醞釀中的新主題納入：

策略性研究領域	策略性科研主題
前沿技術	基因組學；藥物；納米生物科技；計算科學；資訊科技；
環境	潔淨能源；可持續的環境；分子材料；
中國	中國與西方研究；當代中國研究；中國商業與經濟；
生物醫學	傳染病與免疫學；發育與生殖；老年健康；癌症；生物醫學工程；
社區	公共衛生；法律；政策與發展；學習的科學。

認定策略性研究領域和科研主題，將有助港大優先發展及集中研究已認定的強項，及透過港大內部進一步的跨學科合作而最有機會尋找突破的領域。

除了上述19個主題，在學院層面，亦有多個科研主題正在醞釀，會於未來數年進一步發展，包括：「語言溝通障礙」、「多元化研究」、「宜於人居的地球」、「幹細胞與再生醫學」。



STRATEGIC THEME 策略主題 3

Promoting Knowledge Exchange and Demonstrating Leadership in Communities across the Region

促進知識交流 彰顯領導地位

As a centre of intellectual development, creativity and informed social awareness, the University will ensure that knowledge exchange contributes to regional and global development, and increase the opportunities for staff and students to benefit from the commercialization and application of their expertise. We will build sustainable relationships with the government, professions, private sector, community and individual citizens to foster creativity and informed social awareness, and to demonstrate our commitment to societal leadership in the region.

作為智育、創意及社會覺醒的中心，港大將確保通過知識交流，促進區域及全球發展，同時為教職員與學生造就機會，能受惠於將專業知識應用及商業化。我們將與政府、專業人士、私人機構、社區及各界市民建立可持續發展的關係，從而促進創意及社會覺醒，展示港大作為地區內社群領導的承擔。

The University fully recognizes that higher education institutions have an important role to play in a modern knowledge society, contributing to social, cultural, economic and technological development and to international competitiveness. The knowledge exchange process is mutually beneficial to both the institution and the community in a broad range of fields. The University aims to pursue knowledge exchange as a two-way partnership with the communities in the region, emphasizing engagement. We will also draw upon the support of our strong body of alumni, many of whom are playing a leadership role in different communities across the region and the world.

We see knowledge exchange as being intrinsically interwoven with research and teaching. The University has been engaging in a wide range of knowledge exchange activities through applied research, educational delivery, knowledge dissemination, expertise sharing and community service, and we will implement the following strategic initiatives in order to achieve a substantial and measurable increase in the quantity and impact of our knowledge exchange activities:

港大完全認同高等學府在現代知識型社會擔當重要的角色，對社會、文化、經濟及技術發展以至國際競爭力均作出貢獻。在多個不同領域中，知識交流過程對學院及社區均有裨益。港大期望藉著知識交流，能與地區內的社群建立密切聯繫，結成伙伴。港大有著強大的校友網絡，許多校友成為地區以至全球不同社群中的領袖、棟樑，我們將薈聚來自他們的支持力量。

我們認為，知識交流與研究及教學，有不可分割的關係。港大透過應用研究、教學工作、知識傳播、專業知識共享及社區服務等，廣泛地推行知識交流活動。為了進一步提升我們的知識交流活動質量水平，我們將實施以下策略方針：



Lung Fu Shan Environmental Education Centre
龍虎山環境教育中心



International Symposium on Eileen Chang (April 2009)
張愛玲國際研討會 (2009年4月)



Catastrophe Management Initiative
巨災管理工程



Professional education programme
專業培訓課程

STRATEGIC INITIATIVES

1. Develop a strong knowledge sharing culture

We will continue to inculcate in our academic staff members a culture of knowledge sharing with the public. They will be encouraged to share their intellectual knowledge through public and inaugural lectures, media interviews, publications, continuing and professional education courses, memberships of public committees and company boards, and other services and activities. On the other hand, we will invite contributions of knowledge and expertise from outside the University through appointment of external members on programme advisory boards. We will seek collaboration with our alumni who, as members of the University, are able to bring back to their *alma mater* knowledge and advice from their experience beyond the University. To further facilitate knowledge interaction, we see the need to collate information on our knowledge exchange contributions more systematically through the development of a database, and communicate such information through newsletters, expertise directories and other channels.

2. Demonstrate leadership in communities across the region in a broad range of fields through enhancing the quality, range and impact of our knowledge exchange activities

We recognize the need to promote high quality knowledge exchange in scientific and technological fields, and in areas embracing the humanities and social sciences. We will encourage all academic staff to link their academic and research aspirations with advancing the well-being of local and regional communities, collaborating with colleagues from other higher education institutions especially where concerted efforts can bring greater impact. We will continue to demonstrate our role and leadership in providing lifelong learning opportunities for these communities.

3. Acknowledge contributions to knowledge exchange

To ensure that knowledge exchange is given due attention, it will be necessary to recognize and reward these activities at both individual and unit levels. It is also timely for the University to develop an appropriate career track to attract and support staff members who may have more experience in the professions and the creative industries and who can bring their professional expertise to the academy.

4. Embed knowledge exchange in the curriculum

The University will seek to promote experiential learning and civic engagement within the formal and informal curricula to provide opportunities for students to take part in the knowledge exchange process, thereby enabling them to learn from and contribute to communities throughout the region.

策略方針

1. 推動知識共享文化

我們將繼續於港大教職員之間推廣公眾共享知識的文化，鼓勵他們透過公開講座、就職演講、媒體訪問、刊物、持續及專業教育課程、公共委員會、公司董事會、公眾服務及活動成員的身分，分享其知識。另一方面，我們將透過在課程諮詢委員會委任外來成員，藉以吸納港大以外的知識及專門技術。我們亦會與港大校友建立合作關係，他們作為港大的成員，可將其在大學以外的經驗中獲取的知識帶返母校，並給予意見。為進一步促進知識交流互動，我們有需要建立一個資料庫，以更加系統化的方式整理知識交流所得資訊，以及透過通訊、專業知識手冊及其他渠道交流有關資訊。

2. 透過提升我們的知識交流活動的水平、範圍及影響，展示我們在區域內的領導角色

我們認同，無論在科學及技術、或是人文及社會科學等領域，均有需要進行高水平的知識交流。我們會鼓勵全體學術人員，將其學術與研究抱負，放眼於為本地及區域的更大福祉，並與其他高等學府的學者合作，以期發揮众志成城的功效。我們將繼續恪盡本分擔當領導角色，為廣大社會人士締造終身學習的機會。

3. 肯定對知識交流的貢獻

為確保知識交流能得到適當的關注，我們必須在個人及單位層面對這些活動給予肯定及獎勵。港大亦應抓緊時機擬訂合適的事業發展路向，藉以吸納及支援於專業領域及創意產業方面擁有豐富經驗的教職員，將這方面的專業知識帶到學術界。

4. 將知識交流融入課程

港大將於正式及非正式課程，推廣體驗式學習及公民參與，讓學生參與知識交流活動，從中向區域內不同社群學習及作出貢獻。

OPERATIONAL PRIORITIES	實施重點
<p>☑ by implementing a more effective and responsive management and support structure for knowledge exchange at the central level and across Faculties, including the establishment of knowledge exchange offices, we will underpin our knowledge exchange activities</p>	<p>在大學中央與學院層面，實施更有效率的管理與支援架構，支持知識交流活動，包括設立知識交流辦事處，以鞏固知識交流的活動</p>
<p>☑ by gradually increasing the degree to which knowledge exchange counts towards budget resource allocation, we will ensure that Faculties respond to the changing priorities</p>	<p>從財政資源上，逐步增加知識交流活動所佔比重，並確保學院作出相應安排</p>
<p>☑ by strengthening the existing Technology Transfer Office as a central set-up for technology exchange, we will enhance licensing and patenting operations</p>	<p>將加強現有技術轉移處的中央統籌角色，增加處理牌照和專利申請等技術轉移活動能力</p>
<p>☑ by setting up a database to record knowledge exchange activities in the University and improving communication within and outside the University, we will facilitate dissemination of information and serve as an exchange hub</p>	<p>建立資料庫，記錄港大的知識交流活動，並加強大學對內對外的溝通，促進資訊傳播並擔當交流中心的角色</p>
<p>☑ by implementing a sustainable web-based expertise directory which draws upon research output, research grant records, contract research, media expertise and community service databases, we will facilitate inbound enquiries that seek to identify expertise</p>	<p>成立網上專業指南並時刻更新，以結集研究成果、研究資助記錄、合約研究、供媒體查詢的專家名單及社區服務資料庫，方便外界查詢及尋找有關專家</p>
<p>☑ through newsletters, reports, seminars, conferences and public events, and enhanced media impact, we will improve the communication of knowledge exchange achievements within and outside the University</p>	<p>利用通訊、報告、講座、會議、公開活動，和通過傳媒的影響力，加強港大對內及對外的溝通，從而更清楚知道港大在知識交流的成果</p>
<p>☑ by strengthening existing organs of knowledge exchange, such as the Hong Kong University Press and the Libraries, we will facilitate the process of knowledge exchange</p>	<p>強化現有的知識交流部門（如香港大學出版社及圖書館等），令知識交流更順暢</p>
<p>☑ through our postgraduate programmes and the various educational offerings by the HKU School of Professional and Continuing Education (HKU SPACE), we will continue to extend lifelong learning opportunities for different communities</p>	<p>透過我們的研究生課程以及香港大學專業進修學院 (HKU SPACE) 提供的各種進修課程，繼續為廣大社會人士提供終身學習的機會</p>
<p>☑ by developing and adopting indicators to measure the quality and quantity of our knowledge exchange activities, we will monitor and assess their impact</p>	<p>建立和採用量度指標，監察和評估知識交流活動的質與量等影響</p>
<p>☑ by encompassing knowledge exchange activities in the performance review process for individual staff and in the budget allocation process for academic units, we will acknowledge this area of contribution at all levels</p>	<p>為全面鼓勵知識交流活動，將參與知識交流活動及在這方面的貢獻，作為員工評估和學術單位預算的考量元素之一</p>
<p>☑ by developing a career track for practitioners, we will highlight professional expertise in the University</p>	<p>為具業界背景及經驗的教職員開闢合適的事業發展路徑，以強化大學的專業知識體系</p>
<p>☑ by expanding opportunities for experiential learning and civic engagement for our students, we will promote inclusion of knowledge exchange as a curriculum element</p>	<p>為學生發掘更多機會進行體驗性學習和公民參與，提倡在課程中納入知識交流的元素</p>

Knowledge Exchange as a Two-way Interflow

知識交流 雙向互動

Knowledge exchange has always been an important element of the University's mission and practice and is best used to describe the proactive two-way flow of knowledge between the university and non-academic sectors of society for the benefit of both. The University Grants Committee (UGC) of Hong Kong set up a Knowledge Transfer Working Group in 2007 and has since been encouraging institutions to enhance their engagement in knowledge exchange. Funding has also been provided in the 2009-12 Triennium by the UGC to support this area of development.

The University defines knowledge exchange as engaging, for mutual benefit, with business, government or the public to generate, acquire, apply and make accessible the knowledge needed to enhance material, human, social, cultural and environmental well-being. It not only includes technology transfer but also encompasses all disciplines, including the arts and humanities and the social sciences, and is a two-way process.

A taskforce was set up by the University to work with all Faculties to develop a long-term strategy for knowledge exchange, to propose mechanisms to assess the quantity, quality and impact of these activities, and to coordinate the University's communication with the UGC on knowledge exchange matters. The work of the taskforce will be taken up by the new Knowledge Exchange Office, which will help the University to further develop its work in this area.

Technology transfer, as a sub-set of knowledge exchange, has been managed by the Technology Transfer Office, providing support and services in intellectual property and legal matters, and Versitech Limited, a wholly owned subsidiary of the University dealing with business and commercialization arrangements. The work of the two bodies will be significantly strengthened in the context of knowledge exchange in the next few years.

By expanding the concept of knowledge exchange beyond technology transfer, activities at HKU will have major impact on the six industries identified for development by the Task Force on Economic Challenges set up by the HKSAR Chief Executive, including education services, medical services, testing and certification, environmental industries, innovation and technology, and cultural and creative industries.



港大一貫重視知識交流，並收納於使命和校綱內，知識交流也是最適當地形容港大與非學術界社會人士之間的互惠互利交流。香港大學教育資助委員會（教資會）於2007年成立知識轉移工作小組，之後一直鼓勵各學院更積極投入知識交流活動。教資會在2009-2012年三年撥款期，亦有提供這方面的支援。

港大將知識交流定義為：「聯同商界、政府或公眾，就共同利益而創造、獲取、應用和提供公開的知識，為物質、人類、社會、文化和環境謀取更大福祉。」知識交流不僅包括技術轉移，同時涵蓋所有學科，例如人文科學和社會科學等，是一所大學與社會間的雙向交流。

港大已成立工作小組，聯同所有學院合作制訂一套有關知識交流的長遠策略，就有關活動的數量、質量和影響的評估機制提出建議，與教資會就知識交流事宜溝通協調。小組工作將由新成立的知識交流處延續，以推動大學進一步發展此策略主題。

技術轉移是知識交流的一個組成部分，一直由技術轉移處和港大全资附屬公司港大科橋有限公司負責管理；前者負責提供知識產權與法律事務的支援和服務，後者則負責處理業務和商業化安排。在促進知識交流的前提下，未來數年，兩個機構的工作將會大大加強。

在技術轉移以外，港大將進一步開拓知識交流活動的領域，從而對由行政長官成立的政府經濟機遇委員會所提出發展的六項優勢產業，即教育、醫療、檢測和認證、環保、創新科技和文化及創意，充分發揮其影響力。

The Enabling Platform

強大支援 穩奠根基



To achieve the academic, research and knowledge exchange goals we have identified, it is critical that our administrative and support activities are carried out with strategic vision, efficiency, effectiveness and fiscal responsibility, guided by principles of sustainability. These values serve our institutional purpose and underpin our academic excellence and research infrastructure.

We believe it is important that the University develop and strengthen the enabling platform for achieving our strategic goals in 2009-2014 in four major aspects:

要達成大學所制訂的學術、研究及知識交流等目標，關鍵是我們會在行政和支援服務等方面作出支持；有關支援必須以可持續發展為原則，有抱負、有效率、高成效和以負責任的理財態度來推行。這些價值觀構成我們的辦學理念，並為我們卓越的學術成就與研究基建，奠定穩固根基。

我們相信，港大必須建立一個強大的起動平台，以期達到2009-2014年期間我們於四大範疇的策略性目標：

Building and enhancing the University's financial capacities, specifically

- to diversify and expand our funding sources to support delivery of our teaching and learning, research and knowledge exchange activities
- to build up our endowments to support, for example, endowed professorships, scholarships, infrastructure and information technology development
- to review the effectiveness of existing scholarship and financial support schemes and enhance scholarship support for students from various backgrounds, including support for non-local students

建立和加強港大的財政能力


- 開拓更多元化及更充裕的資金來源，支援教與學、研究和知識交流活動
- 匯聚捐款以資助如明德教授席位、獎學金、基建和資訊科技發展等
- 檢討現有獎學金與財務資助計劃的成效，為不同背景的學生提供更多獎學金資助，包括資助非本地學生

Creating an environment supportive of our academic and research missions, specifically

- to inculcate the philosophy and practice of sustainability throughout our academic, financial and physical developments
- to complete the construction of the Centennial Campus and other planned capital projects
- to enhance our IT learning infrastructure in order to support a vibrant virtual learning environment
- to build additional staff quarters to meet the needs arising from an anticipated staff increase

創造理想環境，支援學術研究使命

- 於學術、財政和實際發展過程中貫徹和實踐可持續發展理念
- 完成興建百周年校園和其他已規劃的建設項目
- 加強資訊科技學習的基礎建設，支援充滿活力的虛擬學習環境
- 增建教職員宿舍，以應付新增員工的住宿需求

- 
- to increase the provision of student accommodation through building additional student residences which should be designed to provide an intellectually vibrant living-learning environment, and through finding appropriate accommodation in the local community
 - to optimize the use of our present landholdings and physical facilities
 - to expand our academic and research facilities and infrastructure beyond Hong Kong, particularly in Mainland China

Sustaining a proactive human resource policy and management structure, specifically

- to enhance diversity in international staff recruitment, building on our open and equal-opportunity hiring policy
- to facilitate academic recruitment and retention by agile and adaptive human resource management practices
- to complete the governance and management reform, and to develop seamless link for alignment of strategic goals between the senior management and the Faculties
- to complete the implementation of the Human Resource Management Reform, to develop multiple career tracks for academic staff, to improve the career prospects for non-academic staff, and to enhance staff benefits, especially those related to housing, healthcare and leave
- to refine human resource systems to recognize performance, strengthen academic mentorship, and create innovative opportunities for professional advancement (including leadership and management training)
- to implement an electronic Enterprise Resource Planning system to integrate human resource and budget resource management

Enhancing the University's operational capacity, specifically

- to institutionalize our strategic academic initiatives through the establishment of platforms for promotion of excellence in education, research and knowledge exchange
- to enhance the University's operational effectiveness and improve use of resources by progressively reviewing business processes and streamlining or eliminating as appropriate
- to improve budget planning and control at the central and Faculty levels to facilitate support of strategic objectives
- to further develop our information technology and knowledge management infrastructure to advance teaching and learning, research and other academic endeavours of the University
- to introduce a sophisticated Student Information System to support the information and management operations necessitated by the 4-year academic structure and curriculum reform

- 增加學生住宿選擇，例如透過增建集住宿與學習於一身的智慧型學生宿舍，以及於鄰近社區尋找合適居所，為學生提供更多住宿安排
- 善用我們現有的土地和實質設施
- 於香港以外地方，特別在內地增建更多學術和研究設施

實施前瞻性的人力資源政策和管理架構

- 秉持我們開放平等的聘用政策，招聘多元化、不同種族背景的教職員
- 善用靈活變通的人力資源管理手法，有利於我們聘請和保留學術人員
- 完成管治和管理改革，使大學管理層與各學院能協調一致，達成策略性目標
- 完成人力資源管理改革，為教學人員擬訂多方向事業發展路徑、改善非教學人員事業前景，改善員工的房屋、保健和休假等福利
- 完善人力資源制度，肯定出色表現、加強學術指導，以及締造創新機會提升專業技能，包括領袖及管理培訓
- 實施電子企業資源計劃系統，將人力資源與預算資源管理融會結合

提升大學的運作能力

- 建立平台，推動教育、研究和知識交流方面的卓越成就，落實我們的策略性學術方針
- 透過漸進式檢討業務流程，並作出適當精簡或淘汰，提升港大的運作效能，以及更有效善用資源
- 改善大學中央與學院層面的預算規劃和監管，以便實現策略性目標
- 進一步拓展資訊科技與知識管理的基礎建設，提升港大於教與學、研究和其他學術方面的工作
- 引入精密的學生信息管理系統，支援四年制學術架構與課程改革所必需的信息及管理工作

Enhancing Our Mainland Presence

立足內地 提升地位



Knowledge exchange initiatives in Mainland China
於中國大陸積極推行知識交流活動

There is widespread agreement within the University community that HKU must further enhance its profile and activities in the Mainland if it is to become a truly eminent international university within China.

HKU should make valuable contributions to the training of talents in the Mainland. As a leading institution in the world and in Asia and a comprehensive research-led university which has developed a unique perspective of eastern and western tradition and thought, the University is in a singular position to take advantage of its geographical location, cultural heritage, social structure and economic standing to contribute to the Mainland's reform and development efforts and connectivity with the world. The heritage of Hong Kong and indeed HKU has evolved beyond simply a meeting and co-existence of East and West, to the development of a new and unique culture underscored by an integration of these societies providing greater scope for cultural advance.

The University has made great efforts in strengthening its Mainland presence through strategic collaborations with Mainland universities. HKU has a high degree of visibility in Shanghai and Beijing. Our IMBA programmes with Fudan University produce some 300 graduates each year. We are also offering joint Master degree programmes with Beida and Tsinghua in Beijing. Through these programmes as well as recruitment of Mainland students to its degree programmes in Hong Kong, the University has enhanced its reputation and successfully built its brand in the Mainland.

港大上下普遍認同，港大必須加強於內地的發展與活動，方可確立為中國首屈一指的國際級大學的地位。

港大應該在內地的人才培訓作出寶貴貢獻；作為全球及亞洲的頂級學府並研究型綜合大學，港大獨有一種融合東西方傳統與思潮的視野，藉著其獨特的地理位置、文化承傳、社會結構與經濟地位所帶來的優勢，為內地的改革與發展作出貢獻，並協助內地與世界接軌。香港特別是港大所承傳的，已不止於東西方文化的交匯共存，而是已然演變成一種嶄新而獨特的文化，將東西方社會精髓揉合，提升文化至另一層次。

港大透過與內地大學建立策略性合作關係，鞏固於內地的地位。港大在上海和北京均享有極高知名度。我們與復旦大學合辦的工商管理（國際）碩士課程每年約有三百名畢業生；我們又在北京與北大和清華合辦碩士學位課程。透過這些課程，加上招收內地學生入讀香港的學位課程，港大於內地聲譽日隆，並成功建立其品牌。



Student admission exercises in the Mainland
廣泛招收內地學生

The University is planning to develop activities in Shenzhen, taking advantage of the close proximity between Hong Kong and Shenzhen and the support that Shenzhen is prepared to give to collaborative activities of institutions of the two cities. We have the following plans:

- to set up research facilities to strengthen and expand our research activities and to attract academics and researchers in the Mainland institutions to work together with our research teams as well as to attract research funding from Mainland sources
- through teaching and research, to provide educational and professional services to the Shenzhen and the Mainland communities
- to set up new teaching bases to enable our students to gain learning and capstone experience in the Mainland

We also wish to build a campus, in Shenzhen or in the far northern part of Hong Kong close to Shenzhen, which will enable us to expand our student population and teaching and learning, research, knowledge exchange and collaborative activities as well as to provide new campus life and learning experiences to our students.

Our plans will be developed in phases. We aspire to set up our new teaching bases, research facilities and educational and professional services before the end of 2014. The setting up of a new HKU campus could be a longer term development which we hope could start within the period covered by this Strategic Development document.

憑藉香港與深圳相鄰的優勢，加上深圳已為兩地院校合作做好支援準備，港大現計劃於深圳進一步開拓空間。我們的計劃如下：

- 設立研究設施，加強及擴展研究活動，吸引內地院校學者和研究人員與我們合作，以及吸引來自內地的研究資金
- 透過教學和研究，為深圳與內地社群提供教育和專業服務
- 設立全新教學基地，讓我們的學生得到於內地學習及實踐的體驗

我們亦希望於深圳或香港北部興建校舍，讓我們可以招收更多學生，進行更多教與學、研究、知識交流和合作活動，並能為學生提供嶄新的校園生活和學習經歷。

我們的計劃將分階段展開，並期望新的教學基地、研究設施，以及教育和專業服務，可於2014年年底前建成。興建新校園是港大的一項長遠發展，我們希望可於本發展策略文件所涵蓋期間內開展這個項目。



Centennial Campus 百周年校園 展示教學典範



North elevation – Faculty of Arts (centre front), Faculty of Law (right) and Faculty of Social Sciences (centre back)
北面立面圖 — 文學院大樓(前中)，法律學院大樓(右)及社會科學院大樓(後中)



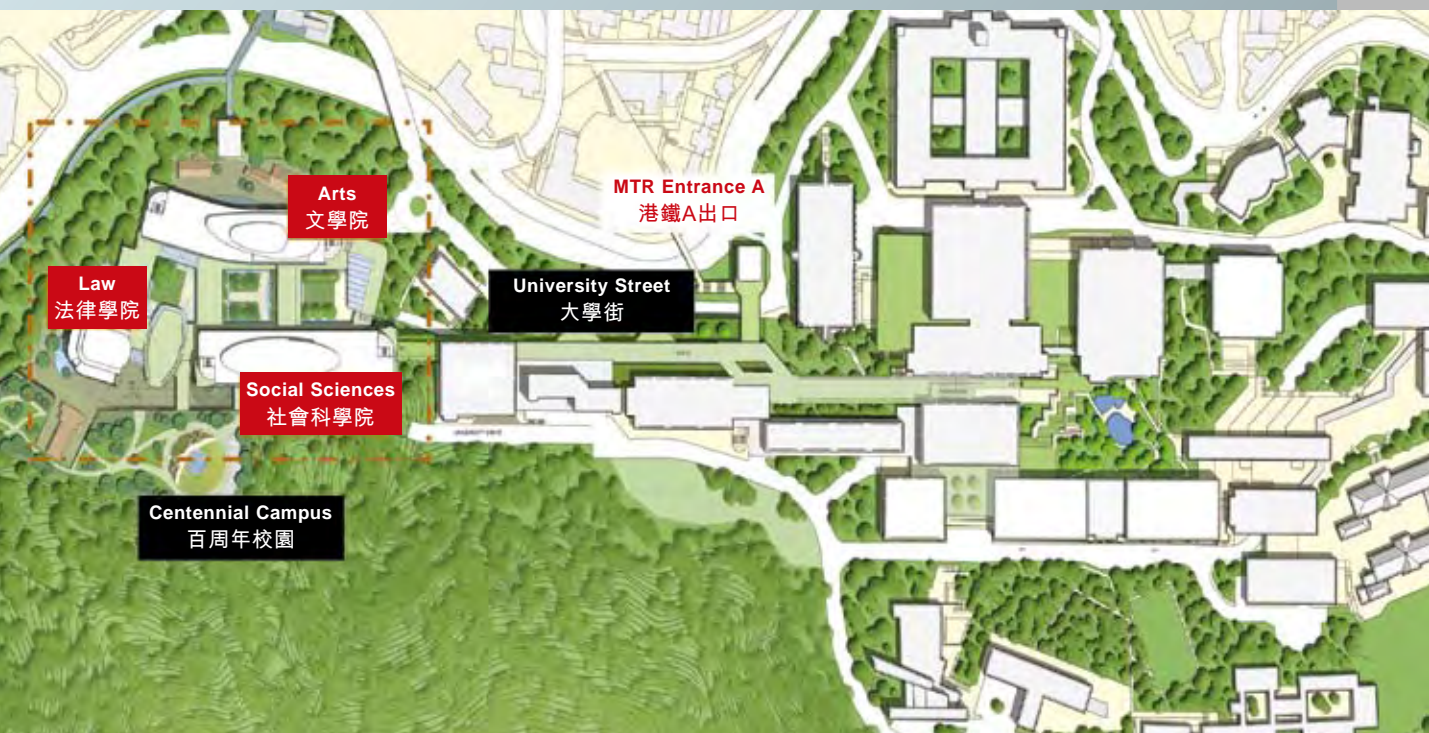
The Learning Commons is conducive to student-centred learning (artist's impression)
研習坊是學生自主學習的理想環境(構想圖)

To mark its centenary in 2011 and support its future growth and development, the University is building a major extension immediately to the west of its existing Main Campus. This Centennial Campus will provide over 42,000 m² of space in three new academic buildings, more recreational facilities and other modern amenities and will be connected to the new MTR West Island Line.

The Centennial Campus represents the University's vision of a new teaching paradigm and a new learning experience. Its spatial planning and design are tailored to accommodate an increasing number of staff and students and a new curriculum that will offer courses in a broadened and more flexible mode under the 4-year undergraduate education structure. The heart of the new Centennial Campus is the Learning Commons, which will span three floors and provide an area of 6,000 m² with a variety of study spaces, state-of-the-art infrastructure, electronic resources, student support and catering facilities. The Learning Commons will be a dynamic learning environment conducive to student-centred learning and small group interactions, and aimed at meeting the multiple learning needs of different users.

為紀念2011年港大百年校慶，以及支援未來發展所需，港大目前正於本部校園西側進行大規模擴建工程。百周年校園將提供逾42,000平方米的空間，其中包括三幢全新教學大樓、更多康樂設施和其他現代休憩設施，並會與新建的港鐵西港島線相連。

百周年校園標誌著港大希望建立新的教學典範和學習經歷的抱負，其空間規劃與設計，足以容納人數日增的教職員與學生，以及新的四年制本科課程下更廣泛的內容和更靈活的學習模式。新建的百周年校園中心地帶是樓高三層的研習坊，提供6,000平方米的空間，包括不同規模的溫習空間、先進的基礎建設、電子資源、學生支援和餐飲設施。研習坊將營造一個活力多彩的學習環境，進行以學生為中心的學習和小組互動，滿足到不同學生的各種學習需要。



Master layout plan of the Centennial Campus and the HKU Main Campus
百周年校園及大學本部校園的總體規劃

Apart from accommodating emerging functional needs, the Centennial Campus embodies a conscious intent to build a closer link with the local community and create a University District. Ample space has been designed for public access and use, and much thought has been dedicated to increasing accessibility to the campus and enhancing links with various parts of the neighbourhood.

The Centennial Campus development, with its spirit to respect the environment, cultural heritage and the local community, has incorporated eco-friendly and sustainable features in its design and construction. Stakeholders have been actively involved in dialogues with the University. The Centennial Campus therefore serves as a vital vehicle for instilling the core values of sustainable development, heritage conservation and local community engagement into the culture of the University family.

除了解決各項實際用地需要外，百周年校園亦希望能與鄰近社群建立更緊密關係，攜手打造大學區。百周年校園有寬敞的空間，讓公眾使用，並細心加入更多出入校園的路徑，與四鄰緊密連接。

百周年校園發展項目以尊重環境、文化承傳及本區社群為宗旨，於設計和建築過程中融入環保及可持續發展特質，大學一直積極與持份者緊密對話。由此可見，百周年校園擔當著重要的角色，將可持續發展、文物保育和本區社群參與等核心價值，灌注入港大大家庭文化之中。

Looking Beyond 2014 and Planning for HKU's Second Century

高瞻遠矚 為港大未來紀元籌謀



The University of Hong Kong has actively pursued its development since its foundation in 1911. The first hundred years have seen significant expansion of the campus in Pokfulam, along with growth of the surrounding urban landscape. With the rapid emergence of China on the international stage, the universal challenges facing human kind, and the globalization of knowledge, the University must continue to develop and expand in its second century, and the most

pressing requirement will be for additional space. The main campus and its nearby medical campus in the Western District are severely limited in their growth potential, and we will need to look beyond our current landholdings, particularly in the New Territories and in Shenzhen. We will also look for opportunities to develop real estate on Hong Kong Island, especially where acquisition and conversion of suitable buildings is possible. At the same time it is clear that we must expand and diversify our funding sources. Such diversity, particularly with the growth of private funds, will give us the necessary liberty and flexibility to pursue a range of innovative developments, including those which might increase, diversify and support our student population, broaden and enhance our areas of research strength, and further enhance our reputation as an outstanding international research-led university. The challenge for HKU from now until 2014 and beyond is to get ourselves ready to take up such opportunities.

自1911年創立以來，香港大學積極發展，百年以來，港大配合周邊的城市發展，大幅擴充在薄扶林的校園。隨著中國在國際舞台上躍居重要的地位，以及面對全人類的挑戰和知識全球化的趨勢，大學必須繼續發展和擴充，而最迫切的需求是物色新的可發展空間。位於西區的大學本部及毗鄰的醫學院校園，可供擴充的空間十分有限，我們的眼光應超越現有學校範圍，特別是密切留意在新界及深圳覓地擴充的機會。此外，我們亦將繼續物色機會於港島發展房產，並會特別留意收購合適樓宇加以改建的機會。與此同時，我們當然需要在資金方面作多元化開源，特別是私人捐款的增長，讓我們可以自由靈活地進行一系列的創新發展，其中包括有助增加學生數目、吸納不同背景的學生、為學生提供所需支持的項目；擴闊研究範疇、提升研究優勢的計劃；以及就我們作為一所著名的研究型國際大學，進一步提高聲譽的發展項目。由現在至2014年及往後，香港大學將會積極自我裝備，努力抓緊面前的發展良機。



The Mace

The Mace is carried in University processions as the symbol of authority. Made of silver gilt, it is 40 inches long and weighs about 300 ounces, the two collars being set with amber-red and green jade stones. The drum bears the University's coat of arms enamelled in colour and encircled within a buckled belt displaying the motto. On both sides of the drum are full-length four-toed Chinese dragons.

權杖

大學典禮行列之權杖，乃校方最高權力之象徵。權杖全身由純銀鑄造，總長度為四十吋，共重三百安士，柱身飾有兩環寶石，以琥珀紅玉及深青玉石相間；頂部鼓面上有彩瓷校盾，周邊並以校訓綵帶環繞，左右兩面均有四爪金龍守護。

Sapientia et Virtus

The Chinese motto on the University's insignia is taken from the Confucian classic *The Great Learning* and refers to moral and intellectual enrichment of human lives.

The Latin motto, *Sapientia et Virtus*, aptly translates the spirit of the Chinese. The word *Sapientia* was in the Middle Ages rendered "wisdom". It represents the best results of *ge-wu* (格物) or Science as we should translate the phrase in modern English.

The Latin *Virtus*, in the sense employed by the Stoics, with emphasis on the *vir*, has no exact equivalent in modern English, but it is the right meaning of *de* (德) in Confucian literature.

Sapientia et Virtus conveys the application of knowledge to the necessities of life, subject to moral restraints.

明德格物

校訓「明德」、「格物」二語，均出於「四書」中的《大學》。《大學》以簡明扼要的方式，闡明儒家修身齊家治國平天下的學說。《大學》開宗明義說：「大學之道，在明明德，在親民，在止於至善。」又說：「古之欲明明德於天下者，先治其國；欲治其國者，先齊其家；欲齊其家者，先修其身；欲修其身者，先正其心；欲正其心者，先誠其意；欲誠其意者，先致其知。致知在格物。」朱熹以「明明德」、「親民」、「止於至善」為三綱領，以「格物」、「致知」、「誠意」、「正心」、「修身」、「齊家」、「治國」、「平天下」為八條目。八條目是實現三綱領的八個步驟。

Implementation and Profile Indicators

制訂指標 引領發展

Profile Indicators (PIs) have been developed to support the holistic assessment of the University and of the Faculties. They are used to inform discussion, to chart trends and to identify areas of strengths and weaknesses. Faculty PIs are received every year by the Budget and Resources Committee and are studied in conjunction with the Development Plans of the Faculties.

The following PIs may be used to illustrate and assess the University's achievements in each of the strategic themes identified. We expect to see improvements in these PIs by the end of 2009-2014.

制定指標有助對大學和學院作整體評估，指標會用於提供討論所需信息、繪製趨勢圖表和確定強弱範疇。學院的指標每年提交予財政預算及資源委員會，連同學院發展計劃一併研究。

下列指標可用作說明和評估大學在各個策略性主題的表現，我們預期有關指標於2009-2014年度結束時會有進步。

Enhancing the student learning experience

- Admission profile – qualifications and numbers at different levels
- Number of international / non-local students and exchange students
- Student enrolment-to-professoriate staff ratio and professoriate staff mix
- Hong Kong University Student Learning Experience Questionnaire (HKUSLEQ)
- Number of student placements and internships
- Number of student residential places
- Number of scholarships
- Number of students winning international competitions
- Graduates profile - including academic standing and employability
- Employers' satisfaction level

提升學生的學習經歷

- 收生概況—不同級別的資格和人數
- 國際生／非本地生和交換生人數
- 入讀學生與教授級人員比例以及教授級人員的組成
- 香港大學學生學習經歷問卷
- 學生的就業和實習人數
- 學生宿位數目
- 獎學金數目
- 在國際比賽中獲獎的學生人數
- 畢業生概況—包括學術地位和就業情況
- 僱主滿意程度



Advancing research and innovation

- Profile of refereed academic research outputs – types and numbers
- Average number of citations per staff member
- Funding for research
- External competitive research grants received
- External prestigious research awards received
- Research Assessment Exercise (RAE) scores
- Number of research postgraduate students
- Completion profile of research postgraduate students

Promoting knowledge exchange and demonstrating leadership in communities across the region

- Number of professional and continuing education programmes
- Number of students in professional and continuing education programmes
- Types and number of contract research projects
- Types and number of patents obtained
- Number of economically active spin-off companies
- Types and number of publications and postgraduate theses on open access
- Types and number of performances, public lectures, community events, etc

Other useful PIs

- Profile and number of academic staff
- Profile and number of international academic staff
- Expenditure profiles
- Profiles and amount of external funds received

The University uses a broad range of PIs for holistic assessment, and to monitor performance and measure outcomes at the institutional level and at individual Faculty and unit levels. The above PIs are samples of the many existing PIs and are highlighted for their relevance to the three strategic themes and the enabling platform.

推進研究 積極創新

- 經評審學術研究成果概況—種類和數目
- 每名教職員研究獲引用的平均數
- 研究資金
- 校外角逐研究所得撥款
- 校外所得的顯赫研究獎項
- 研究評審工作分數
- 研究式研究生人數
- 研究式研究生肄業概況

促進知識交流 彰顯領導地位

- 專業和持續教育課程數目
- 專業和持續教育課程學生人數
- 合約研究項目的種類和數目
- 已取得專利的種類和數目
- 有經濟活動的分拆公司數目
- 可供公眾查閱的期刊文章和研究生論文種類和數目
- 表演、公開講座、社區活動等的種類和數目

其他有用的指標

- 學術人員概況和人數
- 國際學術人員概況和人數
- 開支概況
- 所得外界資助概況和金額

港大採取廣泛的概況指標以進行整體評估，亦分別在大學、學院及單位層面監察表現和量度成果。以上所列舉的概況指標僅屬與三個策略性主題及起動平台相關的部份例子。

THE UNIVERSITY OF HONG KONG

Strategic Development 2009 – 2014

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November 2009

香港大學

2009 – 2014 發展 . 策略

校長辦公室策略研究組製作

傳訊及公共事務處提供及監督中文翻譯

中文學院陳萬成博士提供「抱負聲明」中文版本

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<http://www3.hku.hk/strategic-development>

2009年11月



The Coat of Arms

The University of Hong Kong, founded in 1911, is the oldest tertiary institution in Hong Kong. It was granted a shield and a motto by the College of Arms in 1913, and throughout its history the University's visual identity has been firmly based on their display, often coupled with the University's name. No other university in Hong Kong possesses a coat of arms. This is a distinction that resonates outside Hong Kong, particularly in the United Kingdom, other Commonwealth jurisdictions, and the United States. It is also a reminder of the University's antiquity, and a most dignified and effective corporate identity.

大學紋章

香港大學於1911年創校，是香港歷史最悠久的高等學府，1913年獲英國紋章院頒授校徽及校訓，中間盾牌部分被採納為大學標誌，常與大學名稱並列配置，一直沿用至今。港大是本港唯一擁有紋章標識的大學，這項特色與部分英美及其他前英聯邦轄區的大學互相呼應，代表著深厚的歷史基礎和莊嚴爾雅的學院形象。

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 intellectual environment that inspires and attracts, retains and nurtures scholars, students and staff of the highest calibre in a culture that fosters creativity, learning and freedom of thought, enquiry and expression
- ✓ To provide a safe, healthy and sustainable workplace to support and advance teaching, learning and research at the University
- ✓ 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

使命

香港大學將全力以赴，以求達到下列目標：

- ✓ 秉承以往卓越傳統與優勢，不斷擴闊學術領域
- ✓ 提供全面的教育，充分發展學生的才智及個人潛能，並為社會人士開拓終身學習的機會
- ✓ 培育優秀的畢業生，既好學不倦，又具個人操守和專業精神，而且觸覺敏銳，能在所屬行業擔任領袖和聯繫人
- ✓ 群策群力，靈活通變，研精學術，共相勉勵，藉此培育優秀學者，吸聚中外人才，使他們安心留在港大，在啟發創意、鼓勵學習，以及可思想自由、探究和表達的文化氛圍中各展所長
- ✓ 提供安全、健康並可持續發展的工作環境，以促進教研
- ✓ 推動嶄新、影響深遠和開先河的本科和跨學科研究
- ✓ 有效管理來自政府及民間的資源，與社會攜手合作，拓展知識，並加以傳揚和應用
- ✓ 使港大成為香港、中國及亞洲的學術活動中心，加強才智交流，並致力促進與世界其他地區的學術聯繫



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