



# CUHK Strategic Plan 2016–2020



香港中文大學  
The Chinese University of Hong Kong



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We  
are investing  
to build a better  
future for the Hong  
Kong, regional  
and global  
communities.

# Foreword

from the Vice-Chancellor and President



I am delighted to present to you the *CUHK Strategic Plan 2016–2020*, which outlines the strategic visions and goals we have identified to help the University realize its full potential and better fulfil its mission to serve the society as Hong Kong citizens as well as the wider community as global citizens.

The process of formulating a new *Strategic Plan* at CUHK has given us the opportunities to take stock on past successes and failures, to determine our visions and future goals in the light of challenges ahead, and to put forward strategies for our developments not only in response to changing needs but also as an active and participating agent to drive intellectual, social and economic changes.

The strategic themes attest to our commitment to achieve excellence through our core functions of creation, dissemination and exchange of knowledge, as well as our duty to engage stakeholders and the community.

Our strategies for **education** aim to enrich the learning experience for students as well as enhance their language proficiency to develop self-learning skills, lifelong learning commitment and competencies that will make them both innovative and entrepreneurial to flourish in—and contribute to—a globally competitive and rapidly changing environment. As a research-led university we shall continue to engage in cutting-edge **research**, especially in those interdisciplinary areas identified as our strengths, not only to make an intellectual impact internationally but also to benefit humankind in addressing challenges and societal needs locally, regionally and globally. Through **engagement** with the public we will better articulate, develop and communicate an identity consistent with our visions in order to facilitate the community in understanding our goals and recognizing our achievements.

In order to implement these strategic aims, we need to develop an enabling environment in which our human, financial and physical **resources** are appropriately allocated and deployed to help us attain sustainable excellence in teaching, research and knowledge exchange. Similarly, the University aims to maintain a world-class **infrastructure** that supports our academic endeavours in an information age.

The *Strategic Plan* represents the concerted efforts of the University stakeholders, whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving us so much food for thought during the process of consultation and drafting of the *Strategic Plan*. I would like to thank, in particular, the Council for approving the *Strategic Plan* and taking up the responsibility for overseeing and monitoring its implementation.

I am sure that, with the collaboration of our talented staff, students, alumni, friends, and supporters, the goals we aspire to accomplish will in time translate into milestones of which we can be proud. By investing in the future of CUHK, we are investing to build a better future for the Hong Kong, regional and global communities. I would like to invite you to join hands with us to help this fine and unique academic institution maintain its characteristics whilst fostering its further developments. May I thank you heartily for taking an interest in the future of CUHK and the communities we serve.

Joseph J.Y. Sung  
Spring 2016

# Planning Context

## Introduction

Universities are complex organizations with multiple roles and functions. Not only are they institutions of higher learning where knowledge is created, disseminated and exchanged; but also communities both consuming and supplying services from and to industry, corporations and the professions. Moreover, a university like CUHK has an annual turnover of HK\$8 billion, occupies 137 hectares of land, employs almost 8,000 people, produces 10,000 graduates each year for employment and further study, maintains a network of over 180,000 alumni, and undertakes research and scholarship that generate very significant revenue and other opportunities for Hong Kong and the regions. These are privileges that come with responsibilities. One such responsibility is to plan our activities on the basis of short, medium and long term goals that are set in line with our visions.

**These are  
challenging times  
but there are also  
opportunities.**

A participatory strategic planning process enables the whole University community and other stakeholders to engage—once or twice a decade—in an exercise of reflecting on our strengths and weaknesses, as well as surveying our opportunities and challenges, before determining the goals and strategies for the next few years that will enable the institution to scale new heights.

We first produced a ten-year strategic plan in 2006 which very much focused on the preparation for the 3+3+4 academic reform and the transition to the new four-year normative academic curriculum commencing in 2012. Now that the last cohort admitted under the old curriculum have mostly graduated, and after three academic development planning exercises (with competitive bids for first-year-first-degree places) and two audits on our teaching and learning activities conducted by the University Grants Committee (UGC) and the Quality Assurance Council, respectively, CUHK has to face new challenges following the release of the results of the Research Assessment Exercise 2014 which will have great impact on the research portion of our block grant funding from the UGC. These are challenging times but there are also opportunities, e.g., the HKSAR Government has set aside HK\$2 billion to set up an Innovation and Technology Venture Fund to encourage more mid-stream applied research to be conducted.

CUHK's *Strategic Plan 2016–2020* is the product of an exercise of self-reflection culminating in the articulation of the plans to help fulfil our aspirations for the future developments of the University.

## Our Heritage and Traditions

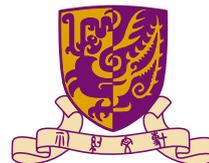
CUHK was founded in 1963 and has now come of age to become a comprehensive research university with a global vision and a mission to combine tradition with modernity, and to bring together China and the West.

CUHK is the only university in Hong Kong that offers a collegiate experience. College life complements the formal learning experience through whole-person development and pastoral care. The college system also encourages interaction among teachers, students and alumni across different disciplines and cohorts. The very fact that CUHK was established from three original Colleges which predated its own existence gave rise to the pluralistic and vibrant culture of this University.

Bilingualism, an emphasis on Chinese culture and humanistic values, a unique college experience and a strong general education curriculum focusing on whole-person development represent a CUHK identity, of which members of the University community are proud. Our heritage has to be maintained and traditions have to be brought to life through our daily living and activities, amidst an increasingly competitive and globalized higher education landscape.

## CUHK Mission and Vision

The Chinese University of Hong Kong has adopted the following Mission and Vision statements which will continue to guide the University in renewing its development strategy:



### Our Mission

To assist in the preservation, creation, application and dissemination of knowledge by teaching, research and public service in a comprehensive range of disciplines, thereby serving the needs and enhancing the well-being of the citizens of Hong Kong, China as a whole, and the wider world community.

### Our Vision

To be acknowledged locally, nationally and internationally as a first-class comprehensive research university whose bilingual and multicultural dimensions of student education, scholarly output and contribution to the community consistently meet standards of excellence.

## The Global Environment

Increasing mobility of students, rising interflow of the world populations, advancement in information and communication technologies, enhanced human connectivity but a rapidly ageing population, intensifying competition from emerging economies for top talents and the growth of transnational education initiatives have displaced traditional geographical boundary for most industries and have substantially transformed the higher education landscape globally.

**CUHK has to respond to the fast changing world by enhancing its reputation, presence, relevance and impact globally.**

These changes present both opportunities and challenges to CUHK. New mindsets are essential for sustaining continued growth of the University.

In around the world, the governments in many countries have invested strategically to advance the standing and reputation of their universities, including the Mainland, Japan, South Korea, Singapore and other ASEAN countries, including the injection of funding to promote R&D.

To stand above the crowd in an increasingly competitive and globalized external environment is a major challenge faced by higher education institutions nowadays. CUHK has to respond to—and distinguish itself in—the fast changing world by enhancing its reputation, presence, relevance and impact globally, as well as embracing cultural diversity and full inclusiveness.

Meanwhile, the flourishing and rising prominence of our nation in the global market and political arena has profound implications on the positioning of Hong Kong and the University in the years to come.



## Regional Developments

There is an increasing recognition worldwide that universities have major roles to play in regional developments. The last decade saw the transformation of Hong Kong's hinterland—the Pearl River Delta (PRD) region—from being the world's factory floor of low cost labour into a robust hi-tech hub of innovation and entrepreneurship with high R&D capacities. With the heavy infrastructure spending and business incentives supported by the government under national and provincial directives, a growing number of international hi-tech companies have established their headquarters in Shenzhen, and have their manufacturing operation based in the PRD region. This has helped the PRD region gradually move up the value chain and reinvent itself into an advanced manufacturing ecosystem hosting many interesting, innovative projects and ventures.

**There is an increasing recognition worldwide that universities have major roles to play in regional developments.**

Today, around the PRD region, we will find initiatives spearheaded by different levels of government, including the Qianhai Free Trade Zone for modern service industries, Shenzhen Supercomputing Centre, innovative technology parks in Nansha, Guangdong's plan to invest RMB 943 billion into automation and robotics, and the Provincial Intelligent Manufacturing Development Plan (2015–2025) to create an enabling environment for innovation and entrepreneurship.

These changes and initiatives in the PRD region, coupled with the construction of the Hong Kong—Zhuhai—Macau Bridge underway, have provided us with unprecedented opportunities for research and education development. Leveraging on its own research and education establishments in Shenzhen and its long-established ties with higher education and research institutions, as well as industries, in the PRD region, CUHK will establish itself here and invest resources to contribute to its future developments. The development of educational courses and internship opportunities in the PRD region will help fulfil our commitment to make students more innovative when meeting challenges and proposing solutions that are sustainable in the long term. Many of our alumni have companies set up in the PRD region, and they are happy to serve as mentors and to provide internship opportunities for our students. These initiatives will create synergies and benefit our graduates, including those based on our Shenzhen campus (see separate feature), as they will come across different career opportunities not otherwise available in Hong Kong.

CUHK has already established a Shenzhen Research Institute (SZRI) at the Shenzhen Virtual University Park, and by investing in strategic research groups in partnership with institutions like the Shenzhen Institute of Advanced Integration Technology, the Chinese Academy of Sciences, universities in the PRD region and industries, we can build strong research collaborations, establish joint laboratories and develop intellectual properties in disciplinary areas such as stem cells, big data and information and communication technologies. The establishment of CUHK(SZ) in 2014 represents a major strategic initiative aiming to further enhance our capacity in research, teaching and learning, as well as knowledge transfer in this rapidly developing PRD region.



### **The Chinese University of Hong Kong, Shenzhen [CUHK(SZ)]**

It is our belief that CUHK, with one of its missions of serving the needs and enhancing the well-being of the citizens of China as a whole, has the responsibility to train future generations of university graduates in the Mainland to become citizens who are international in outlook, learned in the disciplines they study, upright in their character, and committed to serving the needs of society. With the vision of nurturing future researchers, executives and professionals, CUHK(SZ) aims at providing world-class education to students in Shenzhen, the PRD region and China as a whole.

CUHK(SZ) inherits the educational philosophy and academic structure of CUHK to promote its educational ideals and moral values to new generations of Mainland students by introducing them to whole-person development, liberal arts education, collegiate system, bilingual education and other educational philosophies in CUHK(SZ), which seek to nurture students with both specialized knowledge and wisdom for life. More importantly, CUHK(SZ) strives to promote equal access to quality higher education for those underprivileged students in the Mainland with great potentials.

Established in March 2014 with Shenzhen University as a partner under the Sino-foreign collaboration framework for education, CUHK(SZ) admitted its first cohort of students in September in the same year. With the generous donation of the Shaw Foundation in 2012, Shaw College was established as the first college of CUHK(SZ) in 2015, followed by Diligentia College to be established in 2016 which is made possible by another major donation received from the Genzon Group. The colleges will be vibrant living-learning communities offering pastoral care alongside plenty of extra-curricular and experiential learning opportunities to students.

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## The Society in Hong Kong

As a publicly funded institution, CUHK serves the local community by addressing the intellectual, social and economic needs of Hong Kong. It has a pivotal role to play in boosting the innovative capacity of the local community, nurturing a highly skilled workforce of global thinkers and problem solvers, as well as making an impact on the region in which Hong Kong is located. The University is also an important nurturing ground for a quality citizenship with strong ethics, civic responsibility and integrity. It is a powerful change agent that can inculcate positive social values and bring new energies into society.

**The University is also an important nurturing ground for a quality citizenship with strong ethics, civic responsibility and integrity.**

Higher education in Hong Kong, as with most other jurisdictions, has been evolving from a relatively closed system primarily serving the local population towards a more open and internationalized enrollment, which is essential for universities in maintaining their global presence and relevance in order to stay competitive and to excel.

With the successful implementation of the 3+3+4 academic reform, public funding and resources are unlikely to increase significantly in the short to medium term. Yet the University's need to continuously build new capacity and the demands to modernize its institutional infrastructure are ever increasing. Innovation is required to rationalize resource allocation and manage strategy, as well as diversify sources of income.

A rapidly changing environment calls for timely response in policy and development, whereas the expectation for engagement, both internally and externally, has been growing, which requires more effective communication. The University has to address and reconcile demands from various stakeholders with diverse and evolving interests, and to balance the need for operational efficiency and consensus building.

This project is a prime example of CUHK leveraging its strengths in teaching, research and services, and creating a new model of servicing the local community.



### CUHK Medical Centre

The healthcare system in Hong Kong is operated on a dual-track basis which includes both public and private elements. The public sector serves as the cornerstone of the healthcare system and a safety net for all citizens, whilst the private sector provides personalized and more accessible services for those who can afford to use such services. In facilitating the development of private hospitals, the HKSAR Government will increase the overall capacity of the healthcare system and provide the public with more choices of high quality private healthcare services.

CUHK has embarked on a project to develop a private teaching hospital within our campus that will provide quality private healthcare services at affordable prices under a transparent pricing structure, including the extensive use of packaged prices. The hospital—known as CUHK Medical Centre—will be a not-for-profit organization that contributes to the training of healthcare professionals in Hong Kong. With professional expertise of the Faculty of Medicine, CUHK Medical Centre will create synergies with the Prince of Wales Hospital as a new model of teaching hospital serving Hong Kong as a whole.

CUHK Medical Centre will consist of over 500 beds initially and cover a range of specialties as well as an outpatient clinic. Whilst providing quality healthcare services, the private hospital will also alleviate pressures on the public sector by taking up referrals of specialist outpatient and day procedure cases from the Hospital Authority (HA). Indeed, CUHK Medical Centre is committed to handling up to 17,600 new specialist outpatient cases and 6,600 new day surgery cases referred by the HA each year. These patients referred by the HA will continue to be charged fees at the levels set by the HA, and this partnership arrangement will help shorten the waiting time for public healthcare services.

This project is a prime example of CUHK leveraging its strengths in teaching, research and services, and creating a new model of servicing the local community. The hospital is also a partnership venture with the HKSAR Government which provides a loan and the Hong Kong Jockey Club which has contributed the largest single donation in its 130-year history.

# Strategic Themes



EDUCATION



RESEARCH



ENGAGEMENT





# EDUCATION

Nurturing Lifelong Learners as Global Leaders





## Our Five-Year Vision

A university with continuous enhancement of education to nurture graduates who will be global leaders with aspirations and competencies to make lifelong contributions to society.

## Our Goals



To foster students' aspirations and improve their competencies to make lifelong contributions to society

To enhance graduates' global competitiveness

To sustain continuous quality enhancement in teaching and learning (T&L)

To adopt innovative pedagogies for continuous teaching enhancement

To serve the needs and demands of the community for lifelong education and continuing development

To recruit students who share our visions and values for an education that will nurture them as lifelong learners and global leaders

## Our Strategies

- Develop an Entrepreneurship and Innovation programme and capitalize on opportunities in the Mainland, particularly the PRD region
- Enhance critical thinking and self-learning skills, using eLearning and innovative pedagogies, to nurture students as lifelong learners and global leaders
- Improve students' language proficiency—in both Chinese and English—to enable graduates to be globally competitive for employment and further study
- Offer joint, including dual degree, programmes with our international strategic partners to increase students' exposure to a global network
- Redefine the role of the School of Continuing and Professional Studies to serve the needs of the ageing population and second career trends in Hong Kong
- Improve our outreach to the community, particularly to secondary schools both locally and globally





### Entrepreneurship and Innovation Programme

To keep pace with the demands and knowledge-based environment of the 21st century, expectations on university education has changed to embrace not merely knowledge and skills acquisition, but also cultivation of an entrepreneurial mindset, i.e., the capacity and willingness of students to put theory into practice and break new grounds in identifying opportunities in pursuit of well-being. As the centrepiece of contemporary education, entrepreneurship education is vital for nurturing future generations with traits of creativity, innovation and risk taking, competence to create synergies and overcome the limitation of resources available, resilience to face challenges and turn failures into opportunities, as well as aspirations to make life-long contributions to society.

Plans are developed to foster a robust culture of innovation and entrepreneurship within the campus and to create an enabling ambience to facilitate the practice of entrepreneurial skills. The wide range of non-formal experiential learning activities provided by academic and service units, as well as the Colleges, has played a pivotal role in imparting entrepreneurial spirit and instilling a strong sense of social responsibility in our students. It will be complemented by the development of an interdisciplinary education programme in entrepreneurship and innovation, which seeks to optimize students' learning on entrepreneurial and innovative mindsets in terms of four essential components, namely, values/attitudes, knowledge, skills and practices across the board.

Moving forward, the University is prepared to tap on resources and opportunities available from existing establishments, both internally and externally, and to enlist support from our alumni and partners in the industrial and business arenas including those with a base in the PRD region and beyond.

**Entrepreneurship education is vital for nurturing future generations with traits of creativity, innovation and risk taking.**



### MOOCs and eLearning

The ubiquitous use of the internet and rapid development in technologies are shaping how education is resourced, delivered and taken up. Research has shown that eLearning can improve students' learning experience and promote self-learning. Our commitment to nurture lifelong learners has guided us in formulating eLearning strategies and initiatives, and modernizing pedagogies through the development of Massive Open Online Courses (MOOCs), blended courses and Small Private Online Courses (SPOCs) in study programmes.

**CUHK  
has been  
very proactive  
in developing  
MOOCs to further  
our academic  
outreach.**

To keep abreast of the growing trend of eLearning across higher education institutions worldwide, CUHK has built up its capacity since the last decade by strengthening the technological infrastructure for Teaching and Learning (T&L) and the learning environment, as well as by introducing eLearning components and MOOCs in its T&L pursuits. We have been very proactive in developing MOOCs to further our academic outreach. Upon joining the Coursera platform in 2013, CUHK has launched a series of MOOCs across different disciplines which are open to learners from around the globe.

To embark on its expedition on eLearning, CUHK will gather momentum by continuously strengthening its infrastructure, including technical and pedagogy support systems, quality assurance mechanisms, as well as policies and procedures for eLearning operation management. The establishment of the Centre for eLearning Innovation and Technology (ELITE) marks an important step as a central unit dedicated for pedagogical and technical support. Synergies across the board will be called for by offering grants to teachers and expanding staff engagement to cultivate a community of practice within the University in this endeavour.

As one of the major themes in the academic development planning for the 2016–19 triennium, plans have been formulated to further promote the implementation of flipped-classroom pedagogy and blended learning by developing a host of micro-modules and exploring the adoption of blended courses as well as SPOCs for degree programmes to enrich students' learning experience and for outreach programmes to enhance public engagement.

Strategic Theme II

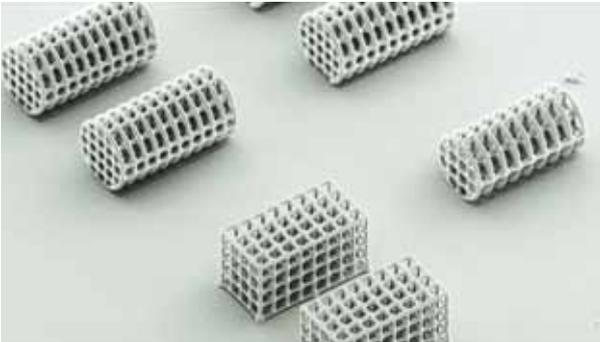
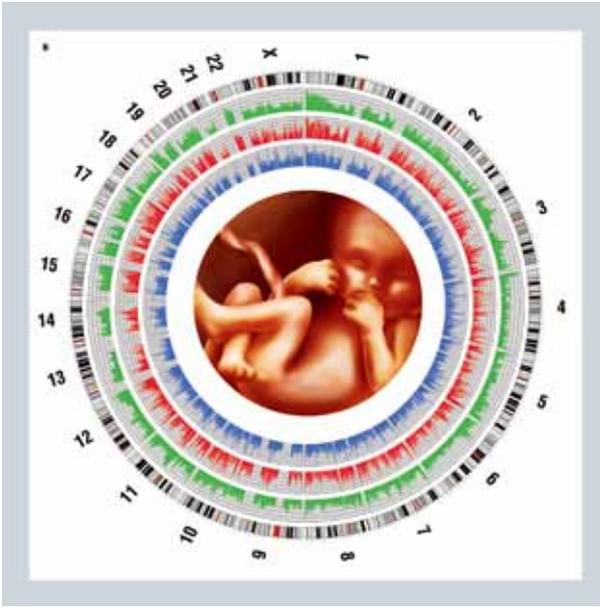




# RESEARCH

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Cutting-edge Discovery with Global Impact  
and Societal Contributions





## Our Five-Year Vision

A world-class university recognized as a centre of excellence for developing cutting-edge research and emerging interdisciplinary strengths that have global impact and significant contributions to society.

## Our Goals



To achieve research excellence in specific areas

To create synergy across disciplines

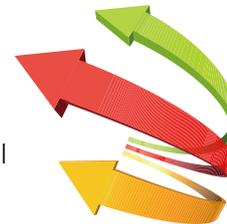
To address global and regional challenges and societal needs

To generate academic and societal impact

To promote academia-industry partnerships and knowledge transfer

## Our Strategies

- Identify strengths, niche areas and emerging excellence for translational and policy research to meet societal needs and global challenges
- Build multidisciplinary teams in focused areas to create synergy in order to foster interdisciplinarity in collaborative research and knowledge transfer
- Team up with our international strategic partners in creating a new research landscape to complement areas of expertise
- Foster university-industry partnerships proactively to bridge discovery with delivery
- Strengthen the research support functions in the Shenzhen Research Institute (SZRI) and develop synergies with CUHK(SZ) to interface with expertise and opportunities in the PRD region



## Strategic Research Areas and Themes

Riding on our current research strengths, we aim to promote interdisciplinary research excellence that can deliver benefits, through creating, advancing and applying knowledge to improve the human condition, tackle grand challenges and fulfil societal needs on a local, national and global scale.

Based on the assessment of our world-leading research excellence, we have identified **four major research areas** that will address some of the most pressing issues facing humankind as our research priorities. These areas incorporate perspectives from the humanities and social science, with science and technology, to provide a comprehensive multidimensional approach to address multifaceted human and societal concerns. We further prioritize **16 cross-cutting themes** in these four areas to focus our interdisciplinary research directions, providing investments to actuate emerging teams and to propel existing teams to reach the next level of excellence.

To facilitate the translation from research to application, the University will strengthen the interface between research and knowledge transfer, and encourage academia-industry/community partnerships. CUHK supports innovation and entrepreneurship by creating more opportunities to help researchers collaborate globally, get better access to industries beyond Hong Kong, together with collaborators internationally and in the Mainland, particularly the PRD region, and work closely with the Government and non-governmental sectors so that knowledge can benefit the society effectively and efficiently.



As China takes centre stage in the world's economic, cultural and political arenas, the bilingual and multi-disciplinary field of China Studies becomes an essential source of understanding for all things Chinese.

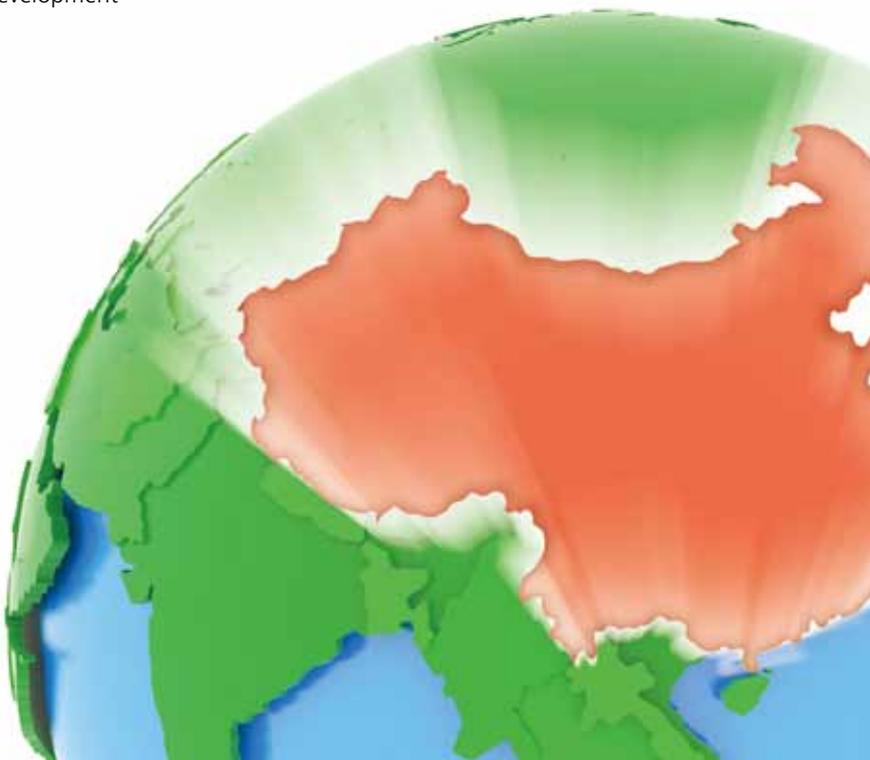
Building on our existing strengths in the humanities, including literature, philosophy, history, religion, ancient Chinese texts, archaeology, historical anthropology, Kunqu operas and popular culture, we consolidate and expand on our foundations in China Studies to uncover the opportunities and challenges of China's global development (including Hong Kong) and its impact on the world from the synergistic perspectives of humanities, social science, business and law. We draw on interdisciplinary approaches across all Faculties of the University, and collaborate in an international setting, especially with countries along the Belt and Road to examine China's global development in trade, economics and finance, coupled with its infrastructure in logistics and technology. These developmental challenges intersect with the labour market, social changes, international relations and intercultural interactions within China and around the region. We further enhance critical regional and area studies around the common focus of Global China.

#### China's Global Challenges

- China's emerging global leadership role on social, economic, political, security, development and cultural issues
- finance, trade, logistics and labour market
- exploring intercultural relations in the context of China's outreach to the world
- Hong Kong's role in China's development

#### Roots of Chinese Culture

- linking Chinese historical roots to contemporary development
- making Chinese culture understandable to the modern world



### Major Research Area 1: China Studies

## How

should we understand China in the global context?

## Major Research Area 2: Translational Biomedicine

### How

can we translate advances in biomedical research for the betterment of physiological, behavioural or psychological health?

Advances in omics and big data analytics have transformed biomedical research and the practice of medicine in recent years leading to the development of Precision Medicine. Next Gen whole genome sequencing analyses of circulating nucleic acids allow non-invasive pre-natal diagnosis of genetic disorders and liquid biopsy for early diagnosis and prognosis of cancers. These advances also facilitate the integration of biomedical sciences and the humanities. The multigenic and multifactorial nature of cognitive activities such as language acquisition and behavioural disorders such as autism spectrum disorders require interdisciplinary collaboration in studying the basic mechanism of these conditions or disorders. The discovery of induced pluripotent stem cells gives us a new vehicle to recapitulate the developmental process in a culture dish and facilitates the birth of regenerative biology/medicine. Both genome sequencing and the use of embryonic stem cells for research demand a parallel emphasis of the bioethics of biomedical research and its applications.

CUHK, with a mission to bring together China and the West, and to combine tradition with modernity, is well positioned to integrate the practice of Traditional Chinese Medicine (TCM) and Western Medicine. Both the authentication and standardization of medicinal herbs are urgently needed for the healthy development of TCM. Successful integration of TCM and Western medicine will ensure our ability to achieve a healthy living. Biomedicine has made big leaps in the last couple of decades. Recent advances in innovative technologies lead to the design and manufacture of robotics and nano-scale medical devices which can further benefit human care. Extending our focus on the translation of the products of biomedical research to better human life and to integrate natural sciences and the humanities will bring human knowledge to a new horizon.

#### Genetic, Genomic and Precision Medicine

- application of genomics information and technologies in the studies and diagnoses of diseases, including heritable disorders, neurodegenerative diseases and cancers
- pre-implantation, pre-natal and post-natal genetic diagnosis and counseling
- ethical issues of genetic testing and accidental findings in genome sequencing

#### Stem Cell Biology and Regenerative Medicine

- cell reprogramming and stem cell differentiation
- induced pluripotent stem cells as disease models
- neural and musculoskeletal regeneration
- tissue engineering and biomechanics
- perspectives from philosophy and humanities in stem cell research

#### Brain and Mind

- biopsychology
- mechanisms of cognitive and behavioural disorders
- communication sciences and disorders
- neural functions and dysfunctions
- mechanisms and functions of the nervous system
- origins and therapeutic strategies for major brain and cognitive disorders
- application of genetic and genomic techniques to the study of normal and abnormal behaviour and language acquisition

#### Integrative Medicine

- integration of traditional Chinese medicine and Western medicine
- apply integrative medicine research results in the existing healthcare system to provide effective integrative treatment to benefit patients
- standardization, characterization and pharmacological studies of medicinal herbs

#### Innovative Medical Devices

- surgical robots, endoscopic and laparoscopic devices
- tele-health sensing devices
- robotic surgery, micro-robots for diagnostic investigation
- design and fabrication of nano-scale medical devices

Information technology draws upon multidisciplinary connections to advance human capacities. Deep learning is driving artificial intelligence to compete with human intelligence in game playing, speech recognition, natural language processing, and through correlating brain activity with deep neural network responses, in understanding how human visual systems work.

Robotics requires the understanding of human-machine interactions and human psychology in addition to the tools from artificial intelligence. As applications of robotics intensify in diversified aspects of human activities, its interface with medicine, industries and social services will be further strengthened.

Building on its strengths in network coding as well as multimedia processing and communication, CUHK can further advance its big data and eLearning research that involves processing and computing of various media modalities such as medical and geographical images, customer reviews, social and behavioural data with broad impact on scientific, educational, policy and commercial research.

#### **Intelligent Reasoning and Cognition**

- machine learning in fields of computer vision, artificial intelligence, natural language processing and speech recognition
- connections between deep learning and human brain function such as how human visual system works through correlating brain activity and deep neural network responses
- understanding of how far deep learning can drive artificial intelligence to compete with human intelligence
- applications of deep learning to healthcare and bioinformatics, drug discovery, climate studies and business data analytics

#### **Big Data and eLearning Research**

- theoretical, empirical and systems-oriented research to realize the benefits of big data research in a variety of domains
- efficient algorithms, optimization models and scalable system for managing and analyzing big graph data and user-generated information in big data analytics
- applications of data analytics in society related to health, environment, logistics, finance and social media
- educational big data on learning behaviour generated by eLearning to inform pedagogical research

#### **Robotics**

- mechanics, design and manufacturing, sensing and control, artificial intelligence, computing, human-robot interactions
- study of the intensifying use of robotics in more aspects of human activities
- robot applications, including medical robots in assisting in surgery, manufacturing robots for automating production in factories, service robots for home service, helping the elderly, transporting goods in warehouses, and exploration robots for terrain exploration and rescuing missions in high-risk scenarios such as fire emergencies

#### **Network Coding**

- coding technology to allow for more efficient internet coding and resilient data storage
- extending the impact of coding technology to information theory, channel coding, wireless communication, computer networks, cloud storage, and information security
- enabling technologies for resolving bottlenecks in the next generation internet, wireless networks, satellite networks, and future inter-planetary space communication networks

### **Major Research Area 3: Information and Automation Technology**

## **How**

can we develop data science and artificial intelligence into innovative technologies for the benefit of human life?

## Major Research Area 4: Environment and Sustainability

### How

can we achieve low carbon and active healthy living with Information and Communication Technologies (ICT) and integrated environmental and socio-economic sustainability?

The sustainable growth of our world in the future depends on the integration of environmental and socio-economic sustainability aided by advanced information and communication technology. Development is a complex process with many conflicts and trade-offs with interrelated sustainability challenges.

For environmental sustainability, our smart living relies on smart and resilient urban design for climate change and global warming, smart transport for mobility, smart grid for optimal energy consumption and food security. With respect to socio-economic sustainability, the basic research issues are socio-institutional sustainability. We need to examine our population policy, social polarization, relationships among individual well-being, differential housing choices, resilience families and sustainable communities in the process of smart place-making and place-governance. With regard to economic sustainability, we will seek ways to re-engineer our economic and energy structures to achieve low carbon production and consumption.

To achieve sustainable development, we need a powerful ICT backbone that can effectively and efficiently disseminate information to the citizens as well as the public and private sectors, equip us with the capability to perform data decision analytics, and instil into various systems the necessary knowledge to solve complex multi-stakeholders decision making problems on integrated environmental and socio-economic sustainability.

The holistic approach to our sustainable development calls for the interdisciplinary and transdisciplinary effort that involves the perspective of humanities and social science that investigates the human and social dimensions of our development, the legal perspective that examines human rights and social justice, the scientific perspective that targets food production and security, the medical perspective that searches for healthy living and ageing, and the engineering perspective that constructs ICT and infrastructure. Only through the joint effort of these disciplines can we ensure sustainable growth of our world in general and our cities in particular. CUHK will work closely with the Government and the private sector so that technology transfer on innovations in smart cities, climate change, agriculture and food security, energy and population policy can be made in an effective and efficient manner.

#### Smart and Sustainable Cities

- smart living: urban design, built environment, transport, open urban informatics platform, urban big data analysis and decision making
- urban resilience, urban environmental sustainability, urban social and economic sustainability, and active healthy living

#### Climate Change

- climate variability in monsoonal system
- climate change and environmental sustainability
- climate change and health impact
- changes in the climate system and in air quality
- modification to climate processes by air pollution

#### Plant Molecular, Cell and Agricultural Biology and Food Security

- plant genomic studies for crop improvement
- plant cell biology and organelle function
- plant stress molecular biology and physiology
- food production and climate change

#### Renewable Energy and Natural Resources

- solar energy, photo-energy conversion and storage
- other renewables—biomass, bioenergy and biofuel, wind and tidal wave
- water resources security and management

#### Population Studies: Migration, Youth Development and Ageing Management

- migration and urbanization, and social and economic integration of immigrants
- youth identity, values transitions into labour market, social and political participation and youth development
- population ageing-well indicators, physical and psychological well-being, age-friendly environment



**In  
a world that  
increasingly cries out  
for knowledge about  
China, we shall transfer our  
knowledge to receptive  
audiences and make an  
impact on policy and  
development.**

### **China Studies: from Great to Greater**

CUHK takes pride in research that spans the past and the present. We rediscovered the history of bark cloth which stretched from Hainan to the Pacific. We have produced machine-readable versions of ancient Chinese texts that are consulted by the leading specialists in the field. We go deep into the villages and discover that despite their diversities they maintain China as whole. We are developing a GIS database on developments in China that include social, economic, political and other indicators about 333 prefectures and 2,862 counties. We research China's labour market, the impact of the one-child policy, NGO's, and migrant populations. We are now launching a study into China's global reach along the Silk Road Economic Belt and the 21st-Century Maritime Silk Road, and we have a solid record in overseas Chinese studies on which that may be based. Hong Kong has always been a part of the Belt and Road: ask our colleagues in the Anthropology Department about the history of Chungking Mansions in Kowloon.

China Studies span research on China and Chinese culture. Social science colleagues write papers for international journals, while those in the humanities write books. Hong Kong has the best location in the world to become the hub of leading research in China Studies. In the next five years, we will extend our focus on China's global challenges, the roots of Chinese culture and Hong Kong's role in China's development. The Economic Belt and Maritime Silk Road gives us immense opportunities for building new research directions and capacities. Leveraging on our deep knowledge of China's past and present, we shall launch basic and policy-oriented research that draws on interdisciplinary approaches across all Faculties and collaborates in an international setting, especially with countries on the Belt and Road. It will be a new venture into a new intellectual world. In a world that increasingly cries out for knowledge about China, we shall transfer our knowledge to receptive audiences and make an impact on policy and development.

### **Gained in Translation: CUHK's Biomedical Trailblazers**

With an aim to translate advances in biomedical research for the betterment of human health, CUHK will continue to push forward a strategic group of basic, translational and clinical research projects and will launch a number of ambitious research initiatives in the coming years.

CUHK is renowned for pioneering in reproductive genetics. It has a world-renowned research programme in non-invasive prenatal testing which has created a paradigm shift in this area worldwide and has successfully secured substantial research grants. Intellectual properties generated from this programme represent the most outstanding success story in biotechnology in Hong Kong. With more young clinician-scientists having joined our experienced researchers in this programme, CUHK will continue to lead the innovative research in this area.

CUHK has a proven track record in genomics research and has the best research infrastructure in genomics amongst the tertiary institutions in Hong Kong. These facilities support research in a broad spectrum of areas, including the genetics of common diseases, like cancer. Cancer research is a key area of strength of CUHK and our focus is on cancer types that are particularly prevalent in the Mainland, with a particular emphasis on liver cancer, nasopharyngeal cancer and lung cancer. Our researchers are hosted under the State Key Laboratory of Oncology in South China, and are supported by a synergistic group of the Research Grants Council (RGC)'s Theme-Based Research Scheme projects for elucidating the genomics of liver cancer and nasopharyngeal cancer, and for developing innovative molecular diagnostic approaches for these deadly diseases.

CUHK has developed a core group of researchers in stem cell biology and regenerative medicine, with particular strength in cell reprogramming, stem cell differentiation, neural and musculoskeletal regeneration, tissue engineering and biomechanics.

In brain and mind research, bringing together specialists from different disciplines, we will target our efforts at cognitive and neural functions and dysfunctions, mechanisms and functions of the nervous system and the origins and therapeutics strategies for major brain and cognitive disorders.

CUHK wishes to promote the potentially powerful and complementary integration of Chinese medicine and Western medicine. With a proven track record in both Chinese and Western medicine research, we aspire to be a leader in standardization, characterization and pharmacological studies of medicinal herbs.

Building on the existing strength in medical and surgical innovations, we plan to move ahead with the next stage of breakthroughs in this area, including robotic surgery, micro-robots for diagnostic investigation, design and fabrication of nano-scale medical devices. To speed up the translation from research to application, efforts will be made to facilitate the transfer of the results of discovery to the market place by encouraging academia-industry partnerships in all phases of development.







# ENGAGEMENT

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Recognition of Distinctive Culture and Tradition





## Our Five-Year Vision

An institution with an admirable reputation in Hong Kong, nationally and globally because of its distinctive culture and tradition, while forging a sustainable excellence and inspiring all stakeholders to meet our highest aspirations.

## Our Goals



To establish a distinctive identity and to enhance our reputation for excellence

To increase CUHK's visibility and impact around the world

To bind our staff, students and alumni in a strong esprit de corps

To cultivate the humanistic and moral character in students and to strengthen their emotional resilience

## Our Strategies

- Engage stakeholders in an exercise to enhance the University's visibility, identity and positioning
- Continue the recruitment of strategic hires globally and create a more friendly environment conducive for faculty members to live, work and play
- Develop a diversified student population in terms of nationality and ethnicity
- Enhance the experience and understanding of international cultures on campus and facilitate integration of students of different nationalities and ethnicities
- Identify new target regions for student recruitment, such as Southeast Asia and East Asia
- Engage our alumni with organized efforts to capitalize on their expertise in contributing to students' whole person development and learning experience
- Raise staff morale, engage staff as powerful ambassadors and cultivate their sense of belonging
- Leverage the experiential learning and general education opportunities provided by the Colleges and I•CARE programme for whole-person—including humanistic and moral character—development





### Passing the Torch

CUHK has a strong alumni body of 180,000 with a wide diversity of backgrounds and professions, in human settlements all over the world. Many of our alumni feel a strong sense of belonging to their alma mater and are always willing to offer their expertise and support when the needs arise. Founded in 2014 by a group of devoted alumni from different generations and disciplines, the **CUHK Alumni Torch Fund** was the first endowment fund in Hong Kong initiated and raised by alumni. Just a year after the Fund was introduced, more than HK\$1.22 million had been raised. A donation presentation from the Fund to the Vice-Chancellor was held at the annual alumni homecoming day, witnessed by more than 5,000 participating alumni.

The CUHK Alumni Torch Fund aims to unite and engage all alumni to help enhance and consolidate the reputation of CUHK, and contribute to the various meaningful causes with which the University is involved. It has a mission to help CUHK alumni, in particular the young ones, to strengthen their competitive advantages and their exposure to entrepreneurial opportunities and to encourage CUHK alumni to develop their expertise and achieve excellence in their academic fields. The CUHK Entrepreneur Day, first launched in May 2015, was the Fund's first large-scale event, featuring an exhibition and a series of talks. It served as a one-stop information hub and exchange platform for CUHK students and graduates, experienced entrepreneurs and venture capitalists.

The contributions of CUHK alumni to their alma mater are not only in terms of donations to raise funds, but also of their capacity of knowledge transfer to enrich the learning experience and exposure to the community of current students.

Many students have benefited through the service programmes of the I•CARE Programme, going beyond the campus and the territory to serve, to gain experience, and to be inspired.



### Colleges and I•CARE for Whole-person Development

It is CUHK's goal that, along with its formal curriculum, non-formal learning should contribute to the overall quality and competitiveness of our students and graduates.

As the only university in Hong Kong with a collegiate system, the nine Colleges offer pastoral care and non-formal co-curricular programmes to support the broader whole-person development of undergraduate students. The establishment of the university-wide I•CARE Programme in 2011 encouraged long-lasting and reflexive participation in local and global communities and helped strengthen the five key areas of personal growth under the over-arching I•CARE framework:

- I – Integrity and moral development
- C – Creativity and intellectual development
- A – Appreciation of life and aesthetic development
- R – Relationship and social development
- E – Energy and wellness

Through various activities spearheaded by the University, the Colleges and the I•CARE Programme, the University aims to broaden students' learning experience on and beyond the campus, deepen students' understanding of local and global issues through social engagement and civic participation, as well as promote students' wellness and whole-person development. The introduction of the I•CARE Centre for Whole-person Development in 2016 will further strengthen the University's commitment towards preparing and empowering our students for tomorrow's challenges. Over the years, many students have benefited through the service programmes of the I•CARE Programme, going beyond the campus and the territory to serve, to gain experience, and to be inspired.

The Colleges have throughout CUHK's history played a major role in students' whole-person development, and their efforts are now complemented by the I•CARE Programme under a well-defined framework.

Enabling  
Strategies





# RESOURCES

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Investment to Sustain a World-class Environment



Our aspirations to achieve enduring excellence in teaching, research and knowledge transfers will require an enabling platform whereby resources are strategically invested to sustain a world-class learning and research environment. Our vision is to put in place expanded teams of outstanding faculty members, professional and support staff and talented students with potentials, through strategic allocation and deployment of human, financial and physical resources.

Our goals are to recruit and to retain the most outstanding faculty members in order to develop critical mass in strategic areas and to consolidate the development of our Faculties, and to put in place incentive schemes in order to create a world-class environment for research, teaching and service.

Our strategies include allocating financial resources for strategic development, establishing critical mass in human resources and developing physical and supporting resources:

- Set up a strategic recruitment fund to recruit top-notch academics in our strategic areas of research and teaching
- Establish a Vice-Chancellor's discretionary fund to enhance development of strategic areas of research and teaching, as well as consolidate global partnerships
- Diversify our sources of income and reach out to benefactors and potential donors in fund-raising
- Increase the number of research postgraduates to reach a critical mass
- Provide more residential accommodation to attract recruitment of young and up-and-coming academics globally, especially those who wish to return to Hong Kong
- Optimize the utilization and management of space, conduct space audits/reviews and revamp the inventory updating mechanism
- Establish a Council committee to oversee the effective management of risks, especially the mitigation of reputational and financial risks that could affect our ability to achieve our objectives
- Develop and revise our policies to streamline various administrative functions in order to better support our academic developments



### Strategic Development of Human Resources

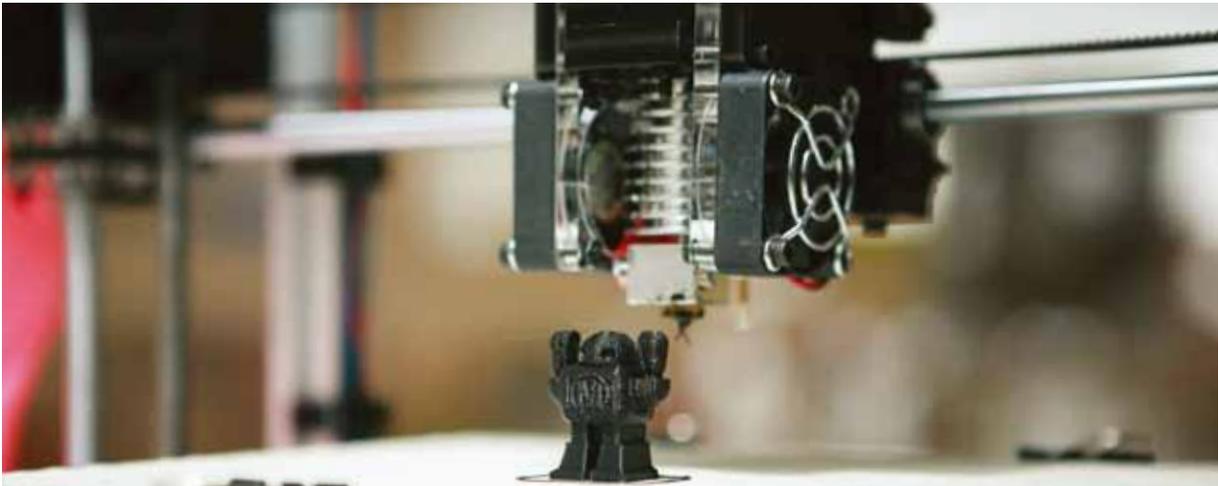
CUHK is on a steady upward trajectory as evidenced by its continuous improvements in citations and visibility. We will continue to develop as a global university that is academically and intellectually rigorous and vibrant and one driven by innovations. To this end, we are focusing on our fundamentals—to recruit the most outstanding faculty members and to build up our critical mass on areas of strategic importance. The past few years have been especially exciting. We have made remarkable progress in recruiting and retaining world outstanding faculty members. Our professorial faculty has grown to close to 1,000 members, not including those supported by private funds.

The University is working closely with the Faculties to identify academic foci that align with CUHK's strategic directions. Committed to our planned development priorities, we will implement policies and put in new resources and incentives to support our research and education initiatives. These include the allocation of recurrent faculty lines supported by central funds, the development of policies to streamline academic hiring, and the improvement of our laboratory and IT infrastructures. We also recognize that we need to enhance our remuneration packages, including the provision of staff housing, in order to attract outstanding faculty members, especially those who have to relocate to Hong Kong, to join us. In this connection, we have expedited the process of allocating on-campus staff quarters, and will look into renting apartments off-campus should the need arise.



# INFRASTRUCTURE

For the Information Age



For CUHK to stay competitive, rise to new challenges and excel, we shall require a physical and IT infrastructure that supports the academic endeavours in the information age. Our goals are to foster a sustainable campus with professional management of the space to support the University's strategic developments, and to enhance IT governance and technology capacity with improved security and accessibility.

Our strategies are to:

- Enhance campus infrastructure and facilities to support new University initiatives
- Use space more efficiently to promote social and academic exchanges and to meet new teaching and research needs
- Build and maintain a green and sustainable campus to meet challenges in Hong Kong and globally in the post-COP21 era
- Strengthen IT governance to improve strategy for management information and enhance the IT infrastructure to improve security
- Develop effective and efficient High Performance Computing (HPC) administration and services to better support research and knowledge transfer
- Develop a cloud-based infrastructure for an increased service scope for easier access

### **Library Extension and Spatial Reorganization**

The Library Extension, which was completed in 2012 and has since received awards from the Hong Kong Green Building Council and the Hong Kong Institute of Architects, features a minimalist and sustainable design that cleverly integrates a love of nature with a respect for history. It echoes the vision and planning precepts of the 2010 Campus Master Plan, and demonstrates how development needs are balanced with preservation concerns.

The iconic University Mall and Garden dating back to the 1960s are preserved with an innovative design to provide about 4,500m<sup>2</sup> of study space. The new extension maintains a similar height to the original library building and aligns to the iconic axis running along the University Mall. The Mall Garden is well preserved with skilful design of skylights under the existing pool. Garden features were also surveyed and restored to their original appearances after the basement construction.

The historical façade of the University Library is preserved to become a feature wall in the new library interior.

The campus's much loved house swifts, residing under the eaves, are migrated also to the south façade with the introduction of artificial nests. Moreover, bird-friendly double glazing glass has also been adopted in the extension building to reduce undesirable heat gain and prevent the swifts from unwittingly performing kamikaze.

The project provides a generous Learning and Research Commons with technology-rich 24/7 study space, including 3D printing and multimedia editing facilities, plus group study rooms, all of which promote collaborative and active learning. While the atrium and glass façade of the Extension connect the interior environment with the campus greeneries, skylights lend sunrays and visual openness to the subterranean environment in the Learning Garden.

The project was awarded Excellent Indoor Air Quality and top HKBEAM Platinum rating for sustainability and energy-conscious design. While daylight penetration is maximized in the building design, lighting and air-conditioning are closely monitored with environmental sensors. Green roof design facilitates roof farming to promote a positive workplace and work-life balance for staff.

These experiences will continue to benefit the planning of new student hostels and laboratories in Area 39, and the sustainable development of a green CUHK campus.







# Appendices



## Strategic Planning Committee and its Sub-Committees

### Strategic Planning Committee

#### Membership

- Professor Joseph Sung (Chairman, Vice-Chancellor and President)
- Professor Benjamin Wah (Provost/Vice-President)
- Professor Michael Hui (Pro-Vice-Chancellor/Vice-President)
- Professor Fok Tai Fai (Pro-Vice-Chancellor/Vice-President)
- Professor Fanny Cheung (Pro-Vice-Chancellor/Vice-President)
- Professor Poon Wai Yin (Pro-Vice-Chancellor/Vice-President)
- Professor Fung Tung (Associate Vice-President)
- Professor Dennis Ng (Associate Vice-President)
- Professor Gordon Cheung (Associate Vice-President)
- Professor Leung Yuen Sang (Dean, Faculty of Arts)
- Professor Francis Chan (Dean, Faculty of Medicine)
- Professor Andrew Chan (Head, Shaw College)
- Professor Kenneth Young (Master, C.W. Chu College)
- Dr. Chan Chi Sun (Lay member of the Council)
- Ms. Cecilia Lee (Lay member of the Council)
- Mr. Eric Ng (Secretary, Registrar and Secretary)

#### Terms of Reference

- To oversee the strategic planning process that will result in the formulation of initial and revised versions of a strategic plan, before finalizing the *Strategic Plan 2016–2020*.
- To identify the strategic issues and priorities, as well as resource constraints, in the light of the changing environment and circumstances, as background and context for the sub-committees to discharge their functions and produce the deliverables.
- To receive from its sub-committees relevant data and information and to determine its use in the strategic plan, including but not limited to the following:
  - » SWOT analysis and environmental scan
  - » Analysis of stakeholders' views
  - » Reports on open forums and other consultations with the University community
  - » Analysis of any surveys conducted
  - » Key performance indicators that will measure institutional performance against intended outcomes and agreed objectives
- To review the existing mission and vision statements, and if necessary to adjust them in alignment with the new strategic plan.
- To present to the Senate for endorsement and to the Council for approval the *Strategic Plan 2016–2020* by no later than early-2016

## Sub-Committee on Education

### Membership

- Professor Poon Wai Yin (Chairman, Pro-Vice-Chancellor/Vice-President)
- Professor Lai Pan Chiu (Associate Dean (Research), Faculty of Arts)
- Professor Dennis Fan (Associate Dean (Undergraduate Studies), Faculty of Business Administration)
- Professor Cecilia Chun (Director, Centre for Learning Enhancement And Research)
- Professor Hau Kit Tai (Choh-Ming Li Professor of Educational Psychology, Faculty of Education)
- Professor Irwin King (Associate Dean (Education), Faculty of Engineering)
- Professor Shekhar Kumta (Assistant Dean (Education), Faculty of Medicine)
- Professor Chu Ming Chung (Faculty of Science)
- Professor Stephen Chiu (Faculty of Social Science)
- Professor Lutz-Christian Wolff (Dean of Graduate School)
- Mr. Duncan Kwan (Student Representative)
- Miss Michelle Wong (Student Representative)
- Ms. Kitty Yu (Secretary, Senior Assistant Registrar)

### Terms of Reference

- To advise the University's Strategic Planning Committee on strategic planning in relation to the University's overall development on education, and the teaching and learning activities and initiatives undertaken by the University.
- To oversee, for advice to the Strategic Planning Committee, matters pertaining to the development of undergraduate and postgraduate curricula, as well as the continuous evaluation and improvement of the curricula.
- To advise on the implementation of innovative pedagogies, including online teaching and learning methods, and forms of assessment that are conducive to the provision of quality education to students.
- To give advice on professional development programmes for teaching staff and promote teaching excellence.
- To advise on the student support system, including learning resources and infrastructure, for promotion of a rich student learning environment.
- To formulate proposals, for recommendations to the Strategic Planning Committee, with regard to the following four priority areas for planning and development of teaching and learning policies and initiatives: (1) updates and review of curricula for quality assurance and enhancement; (2) eLearning initiatives; (3) distance learning courses for self-financed taught postgraduate programmes; and (4) joint flagship programmes.
- To identify aspects that can be further refined for promotion of high quality teaching and learning across the University.

## **Sub-Committee on Research**

### **Membership**

- Professor Fanny Cheung (Chairman, Pro-Vice-Chancellor/Vice-President)
- Professor Chan Wai Yee (Deputy Chairperson, Professor, School of Biomedical Sciences)
- Professor Samuel Sun (Professor, School of Life Sciences)
- Professor Andrew Yao (Distinguished Professor-at-Large)
- Professor Liu Pak Wai (Emeritus Professor, Department of Economics)
- Professor David Faure (Wei Lun Research Professor of History)
- Professor Leung Yee (Research Professor, Department of Geography and Resource Management)
- Professor Jimmy Yu (Professor, Department of Chemistry)
- Professor Walter Ho (Secretary, Director of the Office of Research and Knowledge Transfer Services)

### **Terms of Reference**

- To review the AoE awards and results of the RAE to identify disciplinary strengths and weaknesses, opportunities and threats.
- To review the past performance of the five focused areas of research adopted in the 2006 Strategic Plan.
- To evaluate the potential strategic development of the new interdisciplinary research units.
- To propose the strategic areas of research development in the 2016 Strategic Plan to the Strategic Planning Committee.
- To propose capacity building strategies for supporting research initiatives to the Strategic Planning Committee.
- To review policies and propose initiatives to promote academia-industry partnership, knowledge transfer and entrepreneurship to the Strategic Planning Committee.

## **Sub-Committee on Engagement**

### **Membership**

- Professor Fok Tai Fai (Chairman, Pro-Vice-Chancellor/Vice-President)
- Professor Andrew Chan (Head, Shaw College)
- Professor Michael Hui (Pro-Vice-Chancellor/Vice-President)
- Professor Gordon Cheung (Associate Vice-President)
- Professor Dennis Ng (Associate Vice-President)
- Professor Wong Suk Ying (Director of Admissions and Financial Aid)
- Professor Anthony Fung (Director, School of Journalism and Communication)
- Professor Justin Wu (Associate Dean (Development), Faculty of Medicine)
- Dr. Michael Tong (Deputy Dental Surgeon In-Charge, University Health Service)
- Ms. Amy Tsui (Secretary, Director of Communications and Public Relations)

### **Terms of Reference**

- To advise the Strategic Planning Committee on the overall strategies of the University regarding branding and image building, internationalization, and external relations with the local community including government, education, professional and other non-governmental organizations, alumni and the public.
- To formulate strategic plans regarding academic links and collaborations with other institutions on a global scale.
- To formulate strategic plans regarding local and international student recruitment, student engagement and support, student activities including non-formal education, and student exchange.

## **Sub-Committee on Resources**

### **Membership**

- Professor Benjamin Wah (Chairman, Provost/Vice-President)
- Professor Kalok Chan (Dean, Faculty of Business Administration)
- Ms. Salome Lam (Bursar)
- Professor Fanny Cheung (Pro-Vice-Chancellor/Vice-President)
- Professor Michael Hui (Pro-Vice-Chancellor/Vice-President)
- Professor Poon Wai Yin (Pro-Vice-Chancellor/Vice-President)
- Professor Samuel Sun (Master, S.H. Ho College)
- Professor Wong Ching Ping (Dean, Faculty of Engineering)
- Mr. Simon Wong (Member of the Council)
- Ms. Cindy Wu (Secretary, Assistant Secretary, Provost's Office)

### **Terms of Reference**

- To act as the financial planning arm, liaise with the other sub-committees on strategic investments, and recommend strategic actions to the Strategic Planning Committee.
- To conduct an integrated review of the existing and future funding schemes, in light of the development priorities of the University, including but not limited to strategic projects at the University level and Faculty incentives and plans, and propose strategic investments while maintaining financial stability and sustainable growth of the University.
- To revamp and enhance policies, in light of financial and resource planning, specifically spearhead recruitment, retention, reward systems, and management of incomes, reserves, and infrastructures for academic development.
- To coordinate the budget planning process within the framework of strategic plan, make a holistic budgetary plan and milestones, and submit the plan to the Strategic Planning Committee no later than the end of 2015.

## **Sub-Committee on Infrastructure**

### **Membership**

- Professor Michael Hui (Chairman, Pro-Vice-Chancellor/Vice-President)
- Professor Benjamin Wah (Provost/Vice-President)
- Professor Fung Tung (Associate Vice-President)
- Professor Henry Wong (Head of New Asia College, Dean of Science, Professor of Chemistry)
- Professor Wong Wing Shing (Choh-Ming Li Professor of Information Engineering)
- Dr. Michael Chang (Director of University Planning Office, Acting Director of Information Technology Services Centre)
- Mr. S.M. Fung (Director of Campus Development)
- Ms. Vivian Ho (Secretary, Director of Campus Planning and Sustainability)

### **Terms of Reference**

- To identify the spatial needs, in terms of both area and category, of the University until 2020.
- To review the space inventory of the University and identify major areas of shortfall.
- To identify potential buildings and sites for spatial reorganization, redevelopments and new developments while preserving the cultural heritage and the green environment of the campus.
- To review and update the University Campus Master Plan.
- To identify major IT initiatives that are required to support the teaching and research developments of the University until 2020.
- To review and update the risk management strategies for the University IT system.
- To review and update the IT governance of the University.
- To prepare a five-year infrastructural plan for further consideration by the Strategic Planning Committee.
- Any other responsibilities assigned by the Chairman of the Strategic Planning Committee.

## Planning Process

The planning cycle of the *Strategic Plan 2016–2020* began in March 2015, comprising three phases: alignment, elaboration and finalization. The strategic planning process seeks to invoke a reflection of the status quo, followed by articulation of our aspirations, and then to crystallize these aspirations into a concrete plan for implementation.

Alignment 3–10.2015	Elaboration 11.2015–1.2016	Finalization 2–3.2016
<b>Goals</b>		
<ul style="list-style-type: none"> <li>• To obtain a list of most wanted actions from stakeholders</li> <li>• To produce an initial draft plan that aligns the University’s mission and vision</li> </ul>	<ul style="list-style-type: none"> <li>• To consult stakeholders about the initial plan</li> <li>• To produce a revised strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• To consult stakeholders about the revised plan</li> <li>• To produce the finalized strategic plan for endorsement by Senate and Council</li> </ul>



Seven consultation sessions were held in 2015 during the alignment phase.

Date	Stakeholder Populations
16.4.2015	Faculties of Arts, Business Administration, Education, Law and Social Science
18.4.2015	Alumni
21.4.2015	Four foundation Colleges
22.4.2015	Five new Colleges
7.5.2015	Non-academic Staff
7.5.2015	Faculties of Engineering, Medicine and Science
8.5.2015	Students

Another series of two consultation sessions were organized during the elaboration phase (on 9 and 10 November 2015) before the finalization phase (when the final draft of the *Strategic Plan* was made available in early March 2016 for comments).

Through an iterative process involving a wide spectrum of stakeholders engaged via multiple channels, the *Strategic Plan* has been formulated to serve as an overarching framework with clearly defined directions and focus, while being robust enough to respond to evolving needs and circumstances.

A dedicated website (<http://strategicplan.cuhk.edu.hk>) has been developed to facilitate dissemination of information and provide a complete documentation of the formulation process of the *Strategic Plan 2016–2020*.



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The Chinese University of Hong Kong  
Sha Tin, NT, HKSAR, The People's Republic of China

Tel: (852) 3943 6000  
3943 7000

Fax: (852) 2603 5544

Website: [www.cuhk.edu.hk](http://www.cuhk.edu.hk)





[www.cuhk.edu.hk/strategicplan/2016/en](http://www.cuhk.edu.hk/strategicplan/2016/en)