



**CUHK**  
**Strategic Plan**  
**2021–2025**

**Excellence with  
Purpose and  
Responsibility**

力臻卓越 任重志遠



香港中文大學  
The Chinese University of Hong Kong

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# Table of Contents

<b>2</b>	Foreword by Council Chairman	
<b>3</b>	Foreword by Vice-Chancellor and President	
<b>6</b>	Introducing 'CUHK 2025'	
<b>10</b>	Education: Meeting the Challenges of Tomorrow	
<b>14</b>	Student Experience: Nurturing Excellence of Both Heart and Mind	
<b>18</b>	From Discovery to Innovation: Research Excellence with Purpose and Responsibility	
<b>24</b>	Global Engagement: Spreading our Wings to Add Value and Create Impact	
<b>28</b>	Talent Attraction and Development	
<b>32</b>	Alumni Engagement and Institutional Advancement	
<b>36</b>	Embracing Social Responsibility for Sustainable Development	



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## Foreword by Council Chairman



For 58 years, The Chinese University of Hong Kong (CUHK) has been a powerful force in both the local and international higher education sectors. We have always been guided by our mission to assist in the preservation, creation, application and dissemination of knowledge to serve the well-being of the citizens of Hong Kong, China and beyond. We aspire to become a first-class comprehensive research university whose scholarly output and contributions to the community meet the highest standards of excellence. And I am glad to note that CUHK is ranked 7th in Asia by the Times Higher Education (THE) Rankings and 39th in the world by the Quacquarelli Symonds (QS) World University Rankings. It is ranked third in ShanghaiRanking's Ranking of Top Universities in Greater China, and came up first among Hong Kong's universities. All this is a fine tribute to the members of the University community who have turned this institution into one of Asia's—and the world's—finest.

But there is no room for complacency. To keep the momentum going, we have prepared and implemented strategic plans that aim to steer us through the challenges of a fast-changing world, set forth new goals for tomorrow's young leaders and chart new directions in the areas of teaching, research and knowledge transfer.

I am delighted to report that all of our strategic plans have served us well and laid a firm foundation for our

development through the years. A strategic plan is more than a wish list; it includes an in-depth analysis of our opportunities and strengths and offers ways to leverage these to meet future challenges and thus benefit our students, staff, alumni, donors, supporters and other stakeholders. A strategic plan outlines our shared goals and the actions required to realize them. In summary, it contains the guidelines that will take us to a higher plane.

The Strategic Plan 2021–2025 ('CUHK 2025') is a good example of such an action plan. This comprehensive and insightful new plan sets forth new directions in key areas of the University's development over the next five years. During this period, we must continue to navigate through challenges and realize our visions of a better tomorrow. Although we do not underestimate the difficulty involved, we earnestly cherish the opportunity to take the University to new heights.

I would like to thank all those who have played their part in the preparation of 'CUHK 2025': Prof. Rocky Tuan, Vice-Chancellor and President, for his insights and leadership; Prof. Alan Chan, Provost, for his stewardship and careful craftsmanship; and the Chairpersons and Members of the seven sub-groups of the key areas for their hard work and tireless collaboration. Of course, this thank-you list would not be complete without my giving a vote of thanks to the staff and faculty members, students, alumni, donors, supporters and other stakeholders of the University who have lent their expertise and advice to make 'CUHK 2025' possible.

I therefore present this Strategic Plan to all of you who take an interest in the progress of this University. You can also contribute to this roadmap to further success by participating in or supporting our initiatives. Thank you.

**Dr. Norman Leung Nai-pang**  
Council Chairman



# Foreword by Vice-Chancellor and President



I am proud and pleased to present to you the new five-year Strategic Plan of The Chinese University of Hong Kong (CUHK) for the 2021–2025 period, after extensive consultations with University stakeholders. Building on the strong foundation laid by the preceding Strategic Plan with many rising challenges and opportunities identified, ‘CUHK 2025’ charts out a refined roadmap that will guide us further to fulfill our vision and ambitions as we carry out the role of a civic university that contributes to Hong Kong, our country, the region and the rest of the world, and lead us to achieve ‘Excellence with Purpose and Responsibility’.

‘CUHK 2025’ was drafted amidst the aftermath of the social unrest that rocked Hong Kong in 2019 and the throes of the COVID-19 pandemic and economic doldrums in 2020. While there is no silver bullet or magic wand to fix all the complex challenges, problems and pains that the University is facing, we hold the faith that ‘when the going gets tough, the tough gets going’, as much as we hold dear our founding mission, vision and shared values that have guided CUHK through for over half a century. This Strategic Plan was deliberated and drafted in a positive spirit that believes in and endeavours to achieve a better tomorrow.

Recent challenges have illustrated the significant roles of universities, as institutions of higher learning and knowledge, for the incubation of actionable knowledge, the nurturing of global citizens with civic-mindedness and compassion for sustainable development, as well as the championing of innovation and international

cooperation. ‘CUHK 2025’ reflects our commitment in: (1) delivering **education** that fosters whole-person development; (2) providing **student experience** that widens students’ horizons; (3) undertaking **research and innovation** that create social impact; (4) fostering **global engagement** that brings the world to the University and the University to the world; (5) nurturing **human capital** that values ingenuity and diversity; (6) strengthening **alumni engagement and institutional advancement** that promote the future growth of the University; and (7) fulfilling **social responsibility and supporting sustainable development** that actualize CUHK’s ethos. These seven areas cover a wide spectrum of university life, and each area is precisely designed to achieve specific goals conducive to the long-term and sustainable growth of the University, as well as the well-being of mankind. In fact, our motto, ‘Through learning and temperance to virtue’, precisely echoes the equal importance we attach to academic excellence and civic responsibility.

I would like to express my sincere gratitude to all the faculty, staff, alumni, students, members of the Council, donors and supporters, and other stakeholders, who have pitched in to make a difference. Their unstinting support and continued contributions are essential to making this Strategic Plan a viable and synergistic project as we look to scale new heights. The success of the plan depends on the spirit of unity that we share. I am sure that, by all of us acting collaboratively and synergistically, the coming five years will be productive and fruitful and will lay the foundation for further growth. While we will surely face challenges on the road ahead, I am confident the University will continue to flourish and prosper, as our past history has consistently demonstrated.

Finally, I would like to reiterate my heartfelt thanks to all who have worked hard to help develop this Strategic Plan. The future development of the University will bear witness to their efforts.

**Prof. Rocky S. Tuan**  
Vice-Chancellor and President

Education



# CUHK 2025



Research  
&  
Innovation

Global  
Engagement



Alumni  
Engagement  
&  
Institutional  
Advancement







## Student Experience



## Excellence with Purpose and Responsibility



## Talent Attraction & Development



## Social Responsibility & Sustainable Development







香港中文大學

THE CHINESE UNIVERSITY OF HONG KONG



# Introducing 'CUHK 2025'

A new strategic plan, charting the direction of CUHK in its next phase of development

Founded in 1963, with fewer than 1,400 students and 300 staff, CUHK is home to over 30,000 students and 8,000 staff members today. Recognized globally as a leading comprehensive research university, and one of the finest in Asia, CUHK has come a long way.

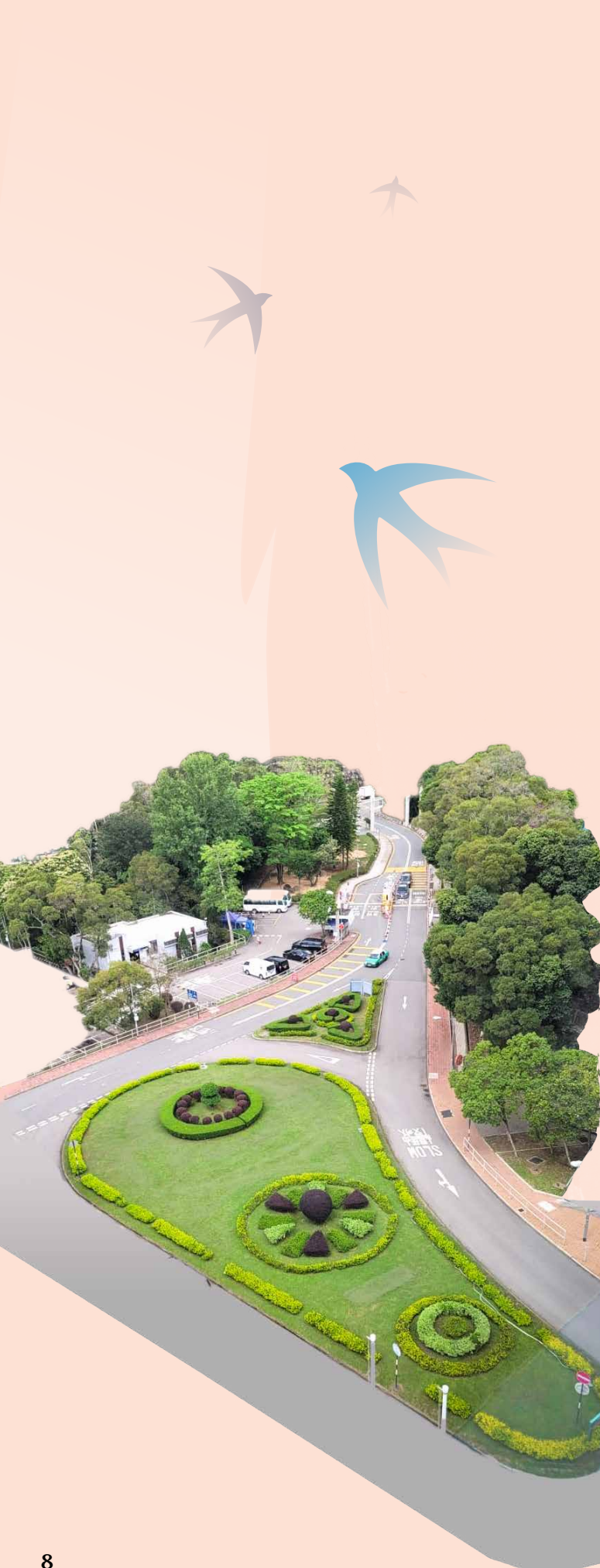
CUHK cherishes the vision of achieving excellence with purpose and responsibility, seeking to forge a better future for all and, in particular, contribute to the development of Hong Kong and mainland China, through education, research, innovation and service.

With the largest campus among all the universities in Hong Kong, and by far the most lush and green, CUHK is also the only university in Hong Kong that offers a collegiate experience, with unique college-based learning programmes forming an integral part of the undergraduate curriculum. Over 9,000 students now reside on campus, across nine Colleges and six Postgraduate Halls of Residence. This number will grow to more than 10,000 in the near future, when the construction of three new hostels is completed. By 2027, another three hostels will open their doors, which will further enhance the campus environment, as well as learning experience, making CUHK a destination of choice for both local and international students.

The University launched a five-year plan in 2016, which set out its key strategies for expansion. Progress over the past five years has been encouraging. Although the validity of university

rankings may be open to doubt, the fact that CUHK has risen from 138th place in 2016 to 56th in 2021 in the Times Higher Education (THE) World University Rankings, and from 51st in 2016 to 39th in 2022 (published in 2021) in the Quacquarelli Symonds (QS) rankings should be taken in a positive light. Among the universities in mainland China, Taiwan, Hong Kong and Macau, CUHK was ranked third in the 2020 Ranking of Top Universities in Greater China, behind Tsinghua University and Peking University. This ranking, which grew out of Shanghai Jiao Tong University, relies on bibliometrics and institutional statistics, unlike some of the other rankings that make use of academic reputation. In 2016, CUHK garnered HK\$644.5 million in research funding. In 2020, the figure has grown to HK\$1,178.4 million, and the number of PhD students has grown about 23% to nearly 2,500 during the past five years. Reflecting the University's effort in promoting internationalization, over 40% of our students enjoy some form of global learning exposure, supported by a network of nearly 300 partners. This effort did not go unnoticed, as CUHK is ranked the third most international university in the world based on the Times Higher Education (THE) World University Rankings. These improvements are not trivial given the highly competitive environment and bode well for the University's future.

The time has come for a new strategic plan, charting the direction of the University in its next phase of development.



## Road Map to Excellence

A strategic plan is a road map, not a straitjacket. In an era of rapid change and significant disruptions, universities need to remain nimble and agile in anticipating future trends and responding to emerging conditions. The COVID-19 pandemic is a case in point, forcing universities worldwide to make drastic adjustments. Nevertheless, the goals and ambitions outlined in a strategic plan help focus attention and resources, while remaining committed to achieving excellence in all areas across the University. One may want to identify and achieve certain peaks, but for a great university there must be a high level of excellence across the board. This is the context in which the CUHK Strategic Plan 2021–2025, or ‘CUHK 2025’ for short, is set.

Seven key areas are addressed in ‘CUHK 2025’:

- Education
- Student Experience
- Research and Innovation
- Talent Attraction and Development
- Global Engagement
- Alumni Engagement and Institutional Advancement
- Social Responsibility and Sustainable Development

These focal points may be conceptually distinct, but they form a holistic whole, and must thrive together to create and nourish an ecosystem that is conducive to the flourishing of human development as well as knowledge creation, dissemination, exchange and application.



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## Continuity and Change: Excellence with Purpose and Responsibility

CUHK is proud of its traditions. 'CUHK 2025' is in one sense a continuation of the University's previous strategic plan. However, continuity always finds itself amidst change; the human condition is never static. 'To combine tradition with modernity; to bring together China and the West (結合傳統與現代 融會中國與西方)' — this stands at the heart of the mission of CUHK and will continue to guide our aspirations.

At the same time, tradition must seek fresh interpretation in every age for it to stay relevant, truly alive, resulting in a fusion of horizons that garners and distills the wisdom of tradition in addressing current issues constructively and creating value for present and future generations. This is the spirit that underlies the formulation of 'CUHK 2025', not to attract attention with novelties that often fade away as quickly as they arrive, but to focus and enhance the strength of our community to further the fundamental goals of the University.

The external environment poses serious challenges for university development at this juncture. There are global issues such as climate change and the emergence of new infectious diseases that cry out for urgent attention. There are equally critical local concerns. Demographic shifts, geopolitical fissures and inequality add to the complexity of the higher education landscape. In this context, there is every need for the University to focus on its core business in achieving excellence in education, research and service. The theme of 'CUHK 2025' is excellence with a deep sense of purpose and responsibility. This does not drive a wedge between theoretical and practical knowledge, or between basic and applied research. Rather, excellence with purpose, which entails responsibility, sharpens our vision and emphasizes the impact and contributions we make towards a better future.

Excellence is as much a process as it is a desired end. As an end, excellence is marked by achievements of the highest quality. As a process, it extends beyond operational success that measures the execution of business

strategies by short-term results. As a process, excellence defines the self-understanding, aim and sustained effort of individuals and institutions in achieving the best possible outcomes. Excellence with purpose and responsibility renders explicit that these outcomes serve the interests of humanity. Excellence is not an accolade we seek, but a commitment to making a positive difference through education, research, engagement and everything we do.

In modern Chinese, the word *xin* (心) means the heart. However, in classical Chinese philosophy, *xin* signifies the seat of cognition, emotions and ethical dispositions, and as such it is often translated into English as the 'heart-mind'. This points to a holistic understanding of the self and personal growth, bringing into view the perceived integral nature of intellectual and ethical excellence. The CUHK motto, '博文約禮' or 'Through learning and temperance to virtue', reflects a similar view. While recognizing the need for new interpretation and application, the University is committed to staying true to its roots, in the belief that, as the Confucian Analects aptly puts it, 'Once the roots are established, the Dao or Way will grow.'

In the final analysis, this is the kind of excellence we seek, of both heart and mind, with purpose and responsibility, exemplifying the highest standards, and as a process of building a community that embraces diversity and stays united in its effort to enrich the lives of the people of Hong Kong and beyond. World recognition will come because of this commitment and the results we achieve, which is a consequence but not the reason for engaging in the pursuit of excellence. Through 'CUHK 2025', which involved extensive consultations with the University community, we hope to be able to take another firm step in that direction.







# Education

## Meeting the Challenges of Tomorrow

CUHK's exacting standards and innovative programmes enable its students to step up to the challenges of tomorrow

### A Rewarding Journey

CUHK prides itself in its dedication to education. Over the past decades, continual enhancement has resulted in a balanced undergraduate curriculum of both breadth and depth, anchored by an award-winning General Education curriculum. Non-formal education programmes contribute significantly to a well-rounded education and whole-person development. Postgraduate programmes

bloomed. The University's coursework and research postgraduate programmes are much sought after by local, mainland and international students. Considerable effort has been put into expanding professional and continuing education, which provides opportunities for upskilling and enrichment and in so doing, serves the needs of society.





## The Next Lap

To meet the challenges of tomorrow, CUHK graduates must be globally ready, be able to cross knowledge boundaries, and aspire to become competent leaders and make lifelong contributions to society.

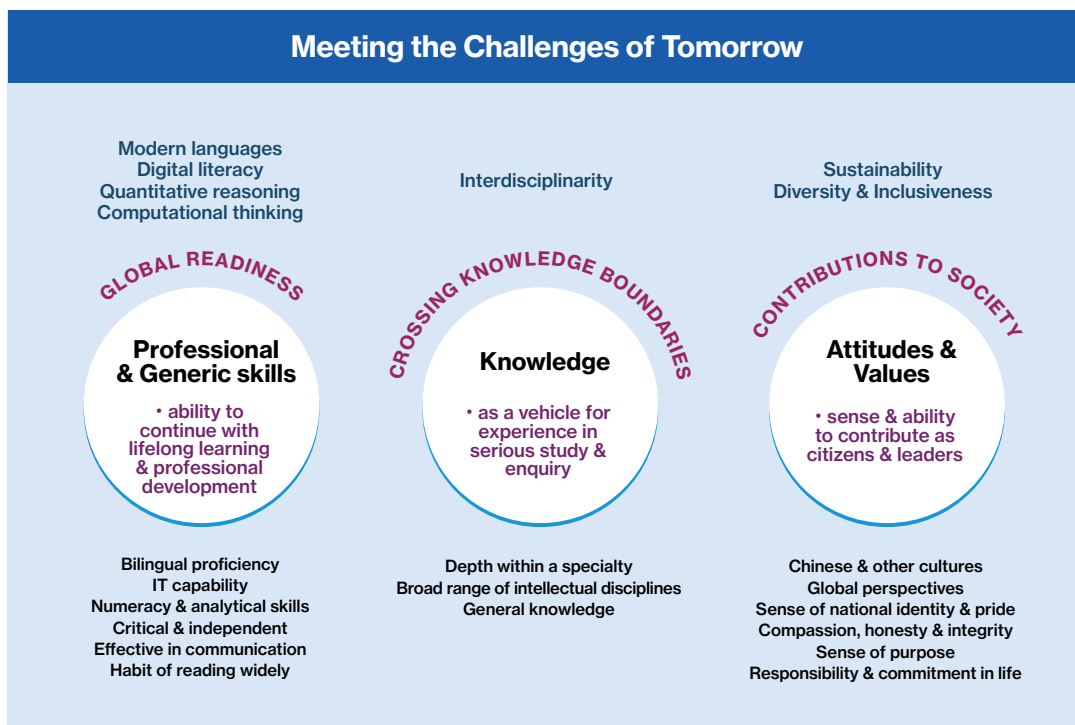
To achieve these ends, the University recognizes that the curricula at all levels and their constituent components, the programme structure and pedagogy, as well as the University's infrastructure should be enhanced to create an even better teaching and learning environment to engage and encourage the students to step out of their comfort zone and take ownership of their learning.

The University has been conducting rigorous reviews on its strengths, weaknesses, opportunities and threats to chart its way forward. Notwithstanding the accomplishment of the strategic goals in the last five years, which saw an enhanced curriculum with an increased emphasis on entrepreneurship and innovation, language proficiency and collaborative programmes, programme structures and pedagogy need to be made more adaptive and responsive to the potential risks and threats in

the New Normal and in an increasingly complex and fast-changing politico-economic landscape. The rigorous major programme structure that requires the students to immerse fully in a subject discipline can sometimes become a hurdle for the fostering of interdisciplinary learning, which may turn out to be a weakness that needs to be addressed.

Secondly, 'CUHK 2025' seeks to build on the high-quality postgraduate education that has contributed to the success of the University as a bastion of cutting-edge research and trailblazing discoveries. The University aims to raise the number and quality of its postgraduate students with enhanced internationalization and research initiatives. This will help push research and innovation to a higher level and contribute to talent development.

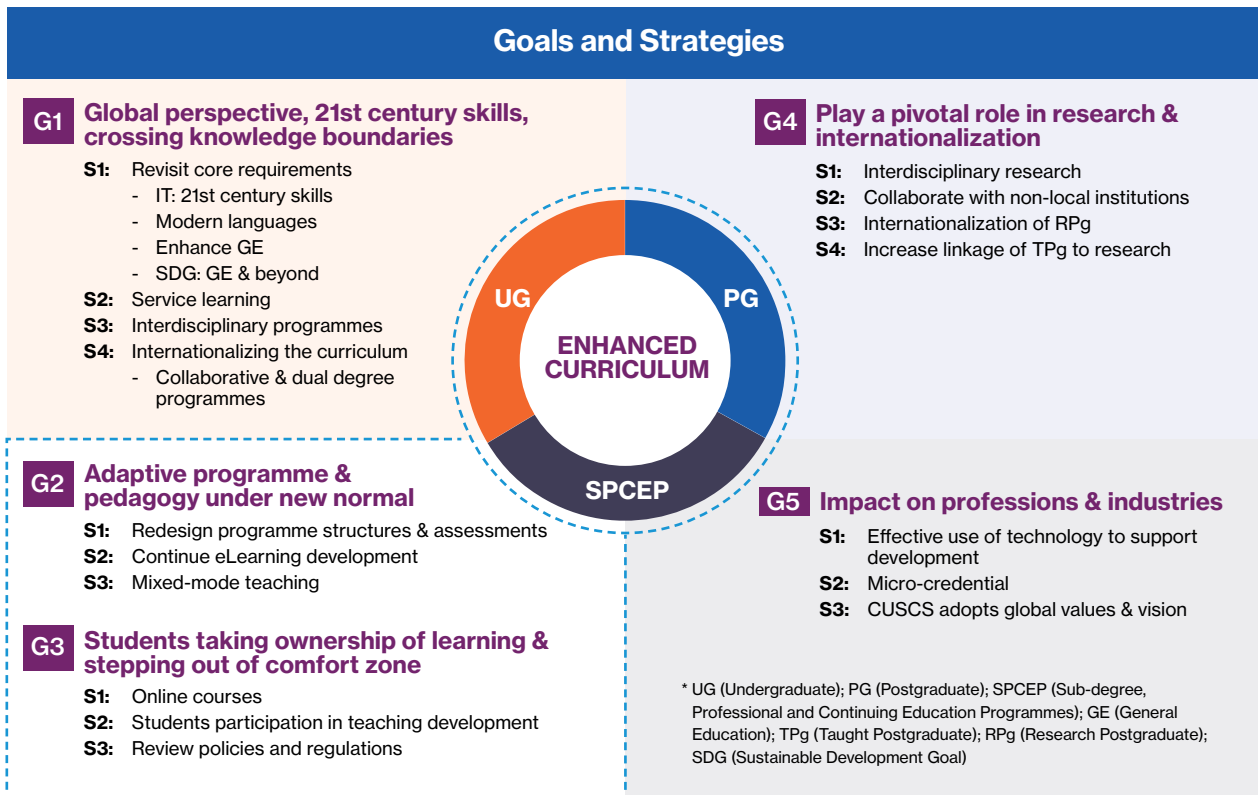
Lastly, the School of Continuing and Professional Studies (CUSCS) has also undergone major development in recent years, following the implementation of its five-year plan formulated in 2016. With a robust quality assurance system in place, CUSCS is in a strong position to promote lifelong learning, in line



with the Government’s strategy in response to changing conditions in the employment scene.

To prepare our students for the challenges of tomorrow, to equip them with the knowledge, skills and values through formal and non-formal learning, the University must set clear goals and devise appropriate strategies to bring them to fruition. The goals we have set for ourselves in the years 2021–2025 are:

- To develop integrative programmes that cross disciplinary boundaries, enhance global perspectives and inculcate 21st century skills
- To adapt programme structure and pedagogy to excel in the New Normal
- To enable students to take ownership of their learning and stepping out of their comfort zone
- To strengthen postgraduate education as a key to building research and internationalization
- To expand CUHK’s leading role and positive impact on the professions and industry as well as the larger community through high-quality sub-degree, professional and continuing education programmes (SPCEP)



Education is central to the University’s vision and mission and must work in tandem with research, student experience and the other equally important components of ‘CUHK 2025’ to propel the University forward. With a strong foundation, there is every confidence that CUHK will be known for its exacting standards and

innovative programmes, enabling our students to meet the challenges of tomorrow. With the support of faculty members, staff, students, alumni and friends of the University, and working closely with industry and government, the future is bright.





# Student Experience

## Nurturing Excellence of Both Heart and Mind

CUHK is a cradle for future global leaders who are imbued with strong moral character, emotional resilience, entrepreneurial mindset, innovative spirit and competencies to make lifelong contributions to society

Nurturing our students to become responsible global citizens and leaders is deeply embedded in the vision of the University.

In the 2019–20 academic year, some 4,300 young men and women in the freshmen cohort were welcomed into a caring and culturally diverse campus. Undergraduate student enrolment stood at 17,611 in 2019, of which 2,477 were non-local students, representing about 14.1% of the undergraduate population. Among the non-local students, the majority (1,504 or 60.7%) came from the mainland, while the remaining (39.3%) hailed from overseas—50 countries,

regions or cities, to be exact. The ratio of non-local students in the postgraduate sector is considerably higher. Out of a total of 13,183 postgraduate students in 2019, 6,065 (46.0%) were non-local students, most of whom from the mainland. In all, in 2019, CUHK was home to 30,794 students, of whom 8,542 (27.7%) were non-local students.

Exchange students further add to the international mix of the student population. With 282 exchange partners from 36 countries and regions, CUHK has grown into a global university.





## Global and Local: A Fusion of Horizons

In promoting internationalization, the University does not lose sight of the students' understanding of the nation and local society. Global competence and local knowledge are not mutually exclusive. Rather, they are mutually reinforcing. A widened intellectual horizon and sound knowledge of one's own culture enable students to avoid the pitfalls of parochialism and equip them with the ability to comprehend and critically appraise global issues. This is the kind of 'glocal' learning experience we provide for both local and non-local students on campus.

Currently, a variety of courses and activities are on offer to enhance the learning experience of both the local and non-local students. Many of these focus on China and Hong Kong society, including its history, culture, language, as well as contemporary development and challenges. Courses on foreign languages and cultures are also available, and they are generally well subscribed. In addition, to facilitate student integration, the Colleges and various service units have been working together to promote inter-cultural understanding and mutual respect through non-formal learning and cultural activities, including celebrations of major festivals of different cultures, and student-led interest classes such as handicraft and cooking with an international flavour.

While such initiatives generally receive very positive feedback from the participants, there is room to expand their reach. The need to redouble our effort in creating a vibrant and harmonious campus is heightened by the social unrest in Hong Kong in the second half

of 2019 and the COVID-19 pandemic. While the University responded in exemplary fashion to maintain its educational programmes through e-learning, the disruptions to campus life have taken a heavy toll on the mental well-being of many students.

The University has devoted much effort and resources over the past few years to improving student mental wellness through credit-bearing positive psychology courses, enhanced services at the Wellness and Counselling Centre of the Office of Student Affairs (OSA), and the revitalization of Sunshine@CUHK (originally a campaign to raise student awareness of the importance of mental wellness). Nevertheless, given the difficult circumstances, it is necessary to do even more to foster student well-being and strengthen their resilience so that they can better cope with adversity.

Acrimony on campus arising from political disputes in the larger society is another issue that requires the urgent attention of the University. Efforts in promoting diversity and inclusiveness with a view to building a harmonious campus are in place and will form a key component of 'CUHK 2025'.

Equally important, the University will ensure that students with special educational needs (SEN) are given all the necessary help and support. While the majority of the students are adept at online learning, SEN students will not be left behind, as the University prepares for teaching and learning under the New Normal.





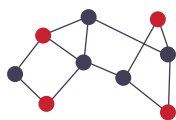
## A Fourfold Plan

In this context, with continued uncertainty and challenging conditions, the University will adopt a fourfold strategy in the next five years, to provide a rewarding student experience that nurtures excellence with purpose and responsibility. The four-pronged approach encompasses the intra-personal, inter-personal and personal-societal dimensions of student experience. They are:

**Empathetic concern for the well-being of others, across local, national and global communities**



**Social engagement**



**Creative and adaptive life planning**



**A growth mindset**



## A Road Map

The four-pronged approach described above combines into a road map that will prepare our students well for their life journey, from the initial point of engagement to the destination of a flourishing life. The road map takes into consideration the intra-personal, inter-personal and personal-societal levels of student experience.

Depending on the character, strengths, orientations and readiness of individual students, they can embark on this process from any entry point.

### 1 Engage

- Engage students with ideas and practice of (a) empathetic concern for the well-being of others and nature; (b) social engagement; (c) creative and adaptive life planning; and (d) a growth mindset
- Activities designed to develop desirable values, attitudes and skills as a part of enhanced student orientation and first-year experience programmes

### 2 Explore

- A phase for students to explore their interests and aspirations and hone their skills, through career planning, social engagement at local, national and international levels, and other opportunities provided through the Colleges, I-CARE Centre and other units
- Overseas exposures and global learning opportunities to explore different cultures and environments, reflect on national and global issues, and acquire intercultural sensibility and skills

### 3 Embrace

- A phase for further development of values and attitudes, with the benefit of experience and reflection
- Translating insight gained into practice, with University support for students to design their action plans for self-engagement, relating to others, and serving the community through social engagement

### 4 Evolve

- Continuous support to students to apply their knowledge, values and plans to real-life situations, with the aim of developing further self-enhancement and ability to contribute to society
- A dynamic life plan constituted and reconstituted

### 5 Flourish

- Reaping the benefit of development and empowerment in the process, students can grow with the desired values and skills to become responsible and productive members of society
- Our graduates will (a) be mature adults equipped with the competence to navigate social and cultural diversity and complexities; (b) embrace a growth mindset and be adaptive and creative; and (c) possess strong ethical character marked by a deep concern for human welfare, and engage in activities contributing to the betterment of humanity



# From Discovery to Innovation

## Research Excellence with Purpose and Responsibility

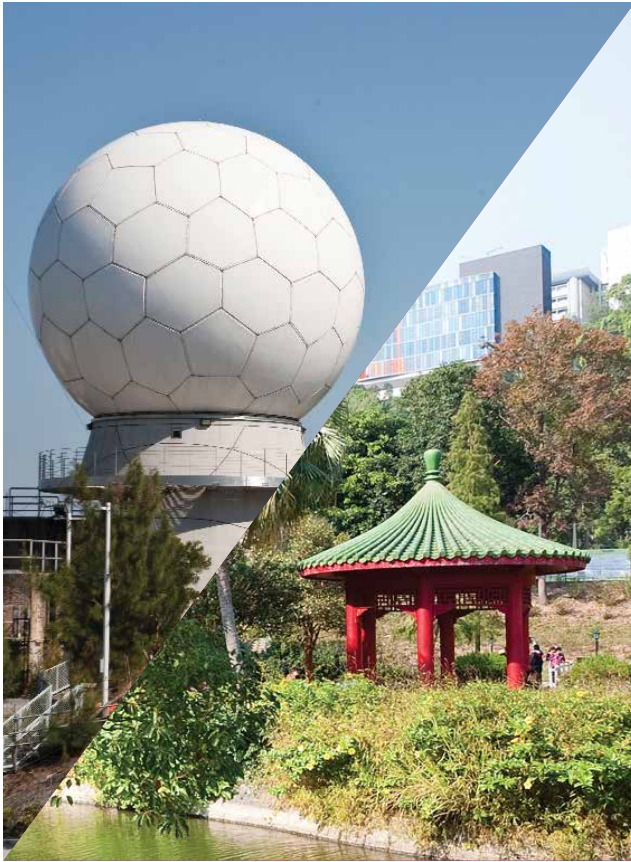
A superhighway that enables the translation of research into tangible benefits and the delivery of innovation to the world

Research lies at the heart of the vision and mission of CUHK. A champion of research and innovation that create value and bring benefits to society, CUHK is recognized today as a leading research university in Asia and among the best in the world. In the coming five years, CUHK will focus on integrating research, innovation and enterprise into a dynamic and productive continuum, a superhighway that enables the translation of research into tangible benefits and the delivery of innovation to the world.

With a clear and pronounced emphasis on interdisciplinary research that crosses the boundaries of individual academic units, the University seeks to optimize opportunities to generate impactful outcomes. The CUHK Strategic Plan 2016–2020 identified four research foci, which are of critical importance to the flourishing of humanity in the 21st century. Considerable

resources have been devoted to developing these areas, and they will continue to guide the University's research under 'CUHK 2025'.

Research, Innovation and Enterprise must be taken as a continuum to achieve the University's strategic goal for the next five years, namely, to generate impact based on existing and strategically identified directions of research and innovation, and to capitalize on the opportunities available from both private sectors and the government via Public-Private-Partnership (PPP). 'CUHK 2025' sets its sight on establishing the University as a trusted go-to-partner for PPP. We aim to complete two to three partnerships in the coming years, to establish a strong track record.



## Strategic Area 1

### China: Tradition and Modernity

CUHK has been a leader in China research, with over 200 faculty members working on and a good number of centres and institutes devoted to various aspects of China Studies. Research on China at CUHK is bilingual and multi-disciplinary. This is a distinguishing feature of the University's China research, which few other universities can rival. 'China: Tradition and Modernity' eschews disciplinary divides and seeks to focus research on key issues from multi-disciplinary perspectives, to foster understanding and identify the challenges and opportunities in China's development.

1

## Strategic Area 2

### Innovative Biomedicine

CUHK is a world leader in genetic, genomic and precision medicine. The HKSAR government has launched a series of initiatives related to translational biomedicine. There are also opportunities for the commercialization of biomedical inventions. CUHK will make use of these opportunities and resources to build on its successes and lay claim to being one of the most innovative universities in the world.

2





**Strategic Area 3**

**Information and Automation Technology**

Applications of AI and machine learning are already creating a significant impact on multiple fields, in both STEM and non-STEM disciplines. CUHK is already a leading institution in Asia in machine learning and AI research. The potential of information and automation technology in contributing to healthy and smart living is immense. CUHK will capitalize on its strength and further raise its research capabilities in this area.

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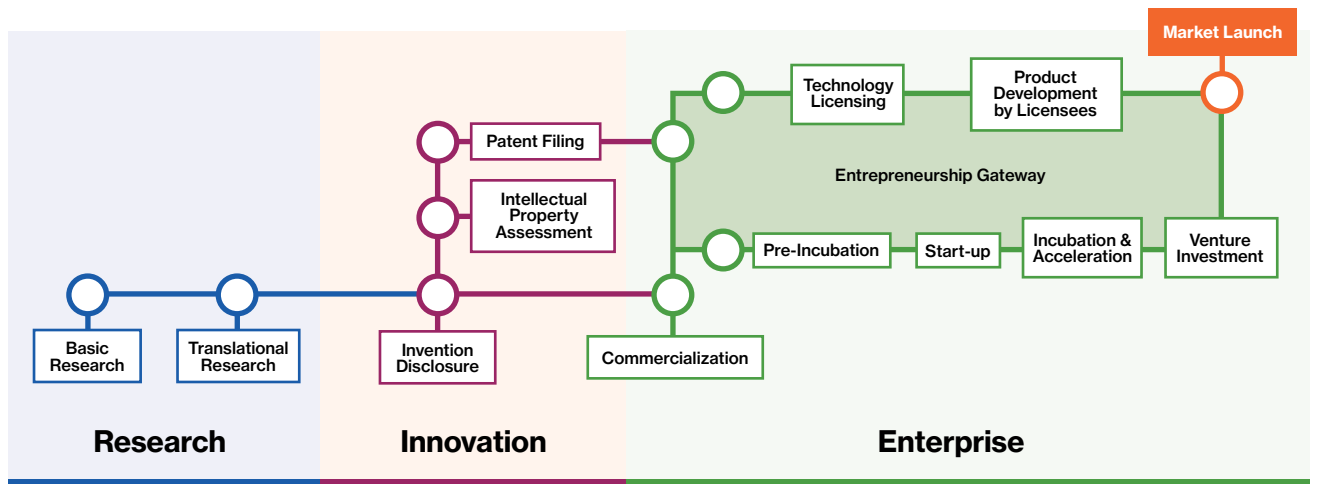
**Strategic Area 4**

**Environment and Sustainability**

For good reasons, practically all the top universities in the world focus on research and innovation in the area of environment and sustainability. Environment and sustainability, as an integral research area, was identified as a key focus in the CUHK Strategic Plan 2016–2020. Good progress has been made and ‘CUHK 2025’ will continue to develop research and innovation in this area.

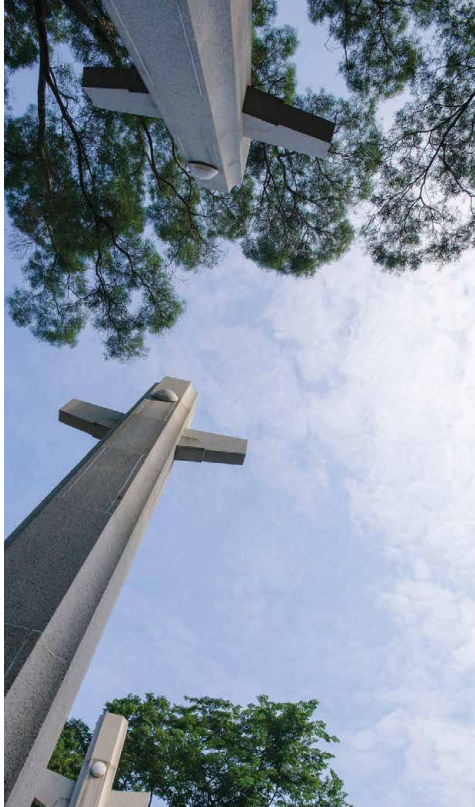
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# CUHK Research and Innovation

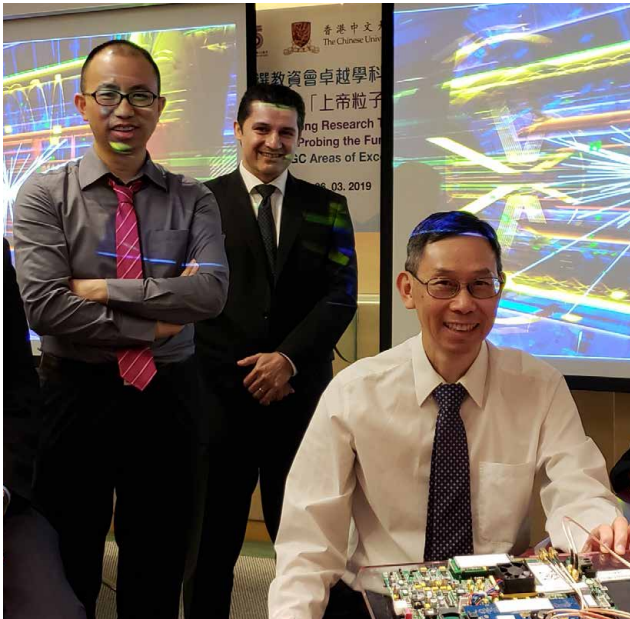
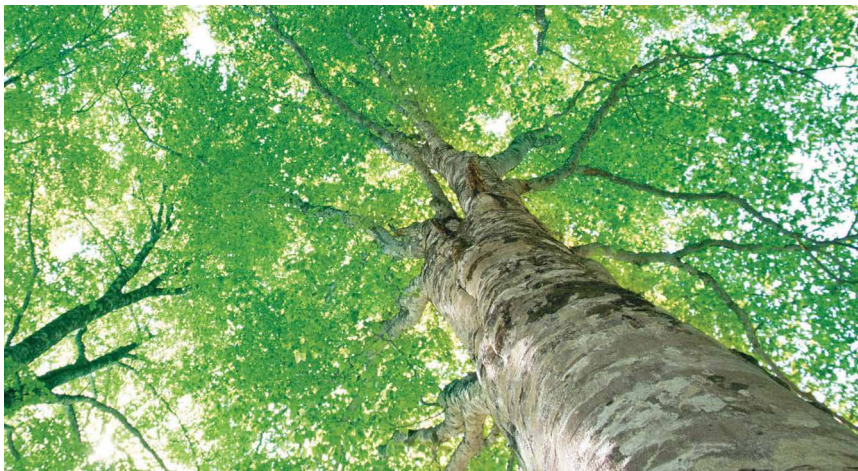




# CUHK 2025













# Global Engagement

## Spreading our Wings to Add Value and Create Impact

Uniquely positioned to serve as a bridge between China and the West, CUHK is one of the most internationalized universities in the world

In a short span of 58 years, CUHK has become a leading institution of higher learning known internationally for its dedication to education, impactful research and global engagement.

The rapid growth of China has created an abundance of opportunities for development in higher education and collaboration between mainland and Hong Kong universities. During the past few years, CUHK has strengthened its presence in Shenzhen and collaborations with mainland institutions, capitalizing on opportunities arising from the Greater Bay Area (GBA) Development Plan and the Belt and Road (B&R) Initiative.

Global engagement will continue to be a major focus of the University under 'CUHK 2025'. The grand challenges facing the world require global collaboration. The jobs of the future will not be confined by borders. Internationalization and engagement of mainland China will continue to be a priority in the University's pursuit of excellence with purpose and responsibility.

In the next five years, the University's global engagement plans aim to:

- Nurture students with a global vision and outlook to prepare them for careers in the mainland and around the world through the curriculum, non-local experiential learning programmes and a vibrant campus that integrates students of all cultures, religions and nationalities
- Promote research collaboration with universities, centres of research excellence, industry, funding and policy agencies, and philanthropic organizations that would lead to world-class impactful research
- Reinforce the University's reputation nationally and internationally to make CUHK the university of choice for students and a magnet for talent





# Global Engagement 2021–2025

## Mutually Reinforcing Priorities



### Strategic collaboration with national and international partners

A fast-growing knowledge economy in China that prioritizes research breakthroughs and technological innovations presents distinct opportunities for CUHK to deepen its engagement and foster strategic partnerships in the mainland.

We will expand and enhance collaborations with global partners, leveraging CUHK's strength in key areas of education and research, its well-established international reputation as a knowledge enterprise, and its unique role as a bridge between China and the rest of the world.

### Global learning and experience for students

Global learning and experience are critical to student success in the 21st century. It is necessary to expose students to diverse cultures, ideas, knowledge and skills that would prepare them for rewarding careers, responsible citizenship and leadership roles in a rapidly changing global environment.



## Building and supporting a diverse body of students

Central to the University's global engagement mission is to build a diverse body of undergraduate and postgraduate students, attract talent from around the world in both teaching and research, and promote diversity and inclusiveness that would benefit the entire CUHK community and beyond.

## Faculty and staff as champions of global engagement

CUHK faculty and staff are committed to excellence in education, research, and service. With our faculty members as well as professional and administrative staff stepping forward as champions, the University will be able to build on the strong foundation already laid and spread its wings in global engagement for excellence with purpose.

## Branding and reputation building

A stronger CUHK brand will be developed to project the University as the partner of choice for education and research, both nationally and internationally. We will tap on the expertise of the professions and industries, and garner the support of our staff, students and alumni in this endeavour.





# Talent Attraction and Development

Bringing in the best and bringing out the best in all our people are key to CUHK's continued success

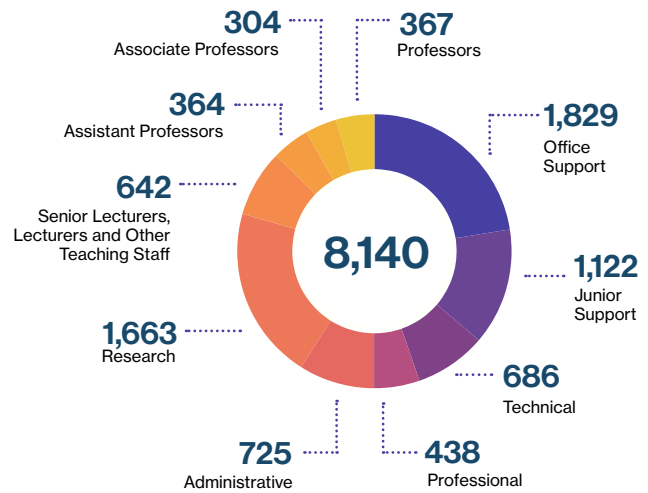
The measure of a university is always the quality of its people. The quality of human capital impacts not only the core business of the University but also the future growth of Hong Kong. In providing education, research and service of the highest standards and quality, the University seeks to nurture future leaders, contribute to Hong Kong's economic development, help strengthen the fabric of society and address complex global challenges. These are the reasons for achieving academic excellence, for which a strong 'Team CUHK' is needed.





# Team CUHK at Present

- 8,140 full-time staff in June 2020
- 41% in teaching and research positions
- 48% of the faculty members at present hail from outside Hong Kong, spanning the globe from over 40 countries
- CUHK has been rated the third most international university in the world in 2021 by the Times Higher Education (THE) World University Rankings



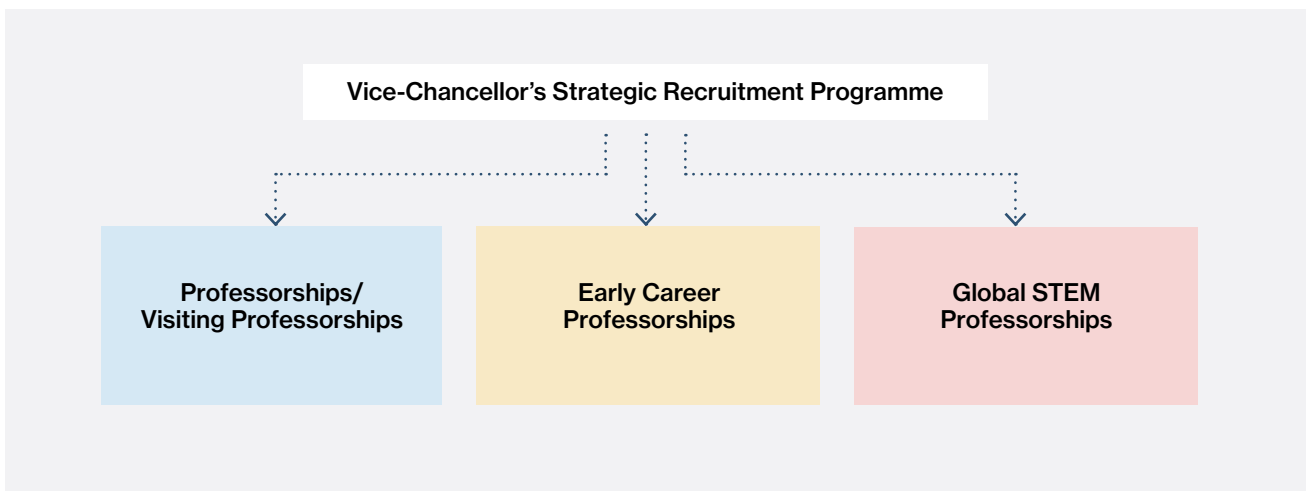


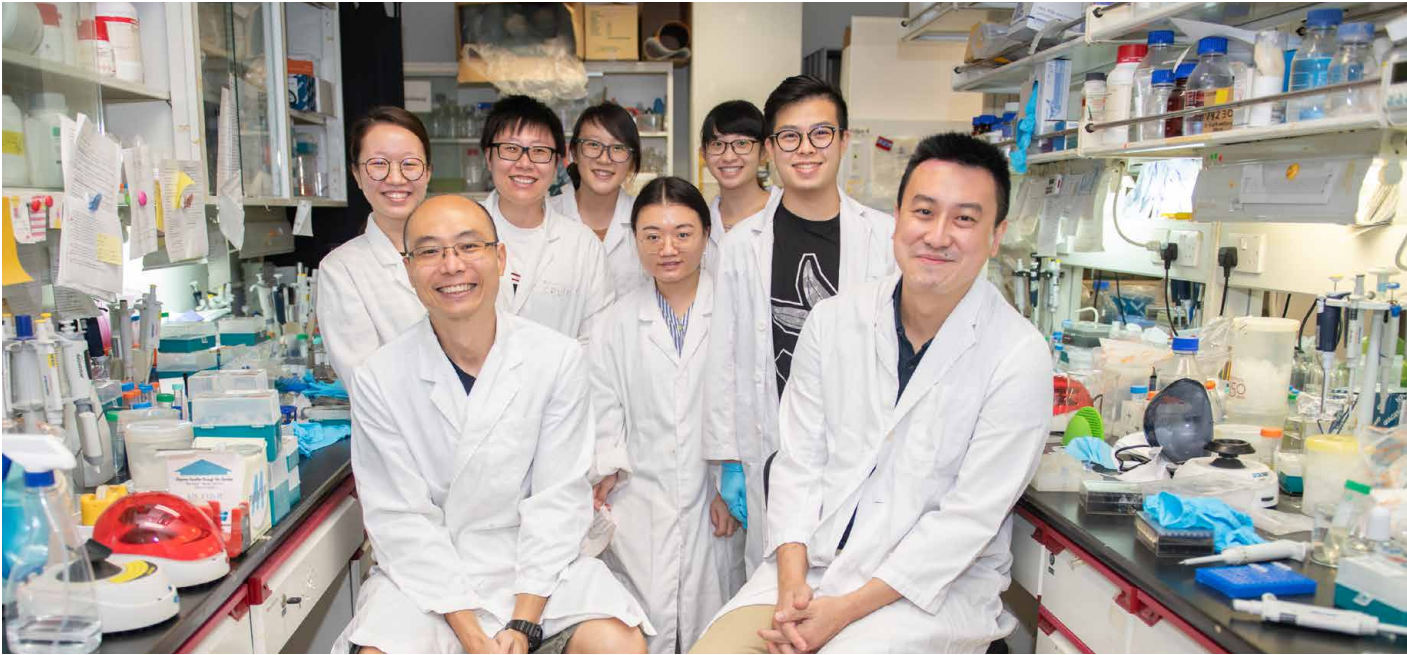


## Enhancing our Human Capital

In the next phase of the University's development, strengthening Team CUHK in qualitative terms will be a priority and major challenge.

- Concerted effort to recruit the best academic and research as well as professional and administrative staff—members of Team CUHK play different but equally important roles
- A flagship Vice-Chancellor's Strategic Recruitment Programme will compete for the best talent and announce to the world our aim and ambition
- Enhanced Staff Development Schemes





## Staff Retention and Development

Diversity and inclusion is a key initiative of 'CUHK 2025', as the University continues to grow as a world-leading university. The University has zero tolerance for any form of harassment. Just as biodiversity is essential to the health of nature, a diverse and inclusive campus environment is vital to realizing excellence with purpose and responsibility.

- Building a diverse and inclusive work environment conducive to the flourishing of excellence with purpose and responsibility
- Staff development through attentive mentorship
- Dedicated training programmes to develop teaching and professional skills, and to nurture future leaders of the University

- Business process enhancements to raise competitiveness and standards
- Breaking down silos and creating pathways for cross-disciplinary and inter-departmental collaboration

In a knowledge community, hierarchical barriers should give way to a collegial culture that values the contributions of all its members. Coupled with open communication channels, this will go a long way in steering CUHK towards an even brighter future.

## Enhancing the Academic Environment and Campus Life

- College residential capacity will be expanded. Academic facilities will also be enhanced, especially laboratory space, and several new building projects will be developed. IT infrastructure and capacity will not be neglected.
- The University will develop more programmes to increase campus vibrancy, e.g., continual upgrading of staff housing on campus, curated events to facilitate faculty and staff gathering in relaxed settings to promote cross-fertilization of ideas and community building.





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Wuhan

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Shanghai

珠海

Zhuhai

澳門

Macau

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Xiamen

巴黎

Paris

侯斯頓

Houston

深圳

Shenzhen

香港

Hong Kong

台北

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Sabah

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奧克蘭

Auckland

布里斯班

Brisbane

新加坡

Singapore

墨爾本

Melbourne

悉尼

Sydney

東京

Tokyo

# Alumni Engagement and Institutional Advancement

CUHK has been able to go from strength to strength thanks to its supportive alumni population and a strong culture of giving among all the members and friends of the University



Education and research are an investment in the future. Institutional advancement supports the University to achieve its goals. CUHK is grateful for the generous support of its alumni, individual and corporate donors, as well as charitable trusts and foundations, who share our vision in creating a better future through education and research for the people of Hong Kong, mainland China and the world. They motivate us to work even harder to achieve excellence with purpose and responsibility.

## Our Alumni Community and the Task Ahead

At the start of the new century, CUHK was home to about 67,000 alumni. Today, the number of alumni has increased by nearly 360% to over 240,000.

In the five years from 2016 to 2020 alone, 55,084 students graduated from the University. Some 45% of our alumni graduated within the past 10 years. The CUHK alumni family, especially younger alumni, will continue to grow substantially over the next five years. It is also noteworthy that

the number of postgraduate alumni is growing strongly. Our alumni holding only postgraduate degrees from the University now account for 39% of the entire alumni community.

How do we effectively engage this large and increasingly diverse community? This is the exciting task that lies ahead.





## The 4 'Es' of Alumni Engagement

In the next five years, alumni engagement will be proactive and aligned with the goals of the University. The changing demographics demand that more targeted programmes will have to be devised, rendering obsolete any one-size-fits-all approach to alumni engagement. The set of strategies proposed here can be summarized as the four Es—Expand, Enrich, Enhance and Enlarge. They reflect the University's commitment to developing even stronger ties with its alumni.

### Expand

Expand connections with alumni around the world, including local, mainland and overseas alumni communities, while strengthening ties with undergraduate and postgraduate alumni in diverse disciplines

### Enrich

Enrich and foster a sustained sense of belonging, recognition and pride among alumni through an array of engagement events, communication, alumni associations and networks

### Enhance

Enhance valuable and positive interactions between alumni and students while capitalizing on alumni's talents, expertise, networks and resources to nurture students' whole-person development and learning experience

### Enlarge

Enlarge partnerships among different internal units to create greater synergy and stronger impact on alumni engagement

## Advancement for a Shared Vision

While alumni and donor support has been unflagging, the challenges facing university advancement in the near to medium term are formidable. The COVID-19 pandemic has wreaked havoc around the world and the social unrest in Hong Kong has not been kind to the economy.

Both capital campaigns and targeted fundraising will play a role in the University's new advancement drive. The needs of the University and donor interests will be carefully mapped out and matched. Priority areas will be identified. The articulation of the University's vision will be sharpened, to connect better with existing and new donors. Stewardship of existing gifts will be strengthened.

The University will endeavour to expand its donor base. New prospective donors who share the vision and values of the University will be engaged, both within and outside Hong Kong. Mainland China, in particular, represents a potentially significant source of support for university advancement, especially given our sizeable alumni presence in virtually all parts of the country.

The University will also aim to cultivate a stronger culture of giving, which brings other rewards. For example, a student may be inspired to donate the cost of a cup of coffee

to a charitable cause each week. Although the amount may not be large, the act of giving would help build ethical character and humane concern for others, the importance of which can hardly be measured in monetary terms.

The eagerly anticipated 60th anniversary of CUHK in 2023 will be a momentous occasion. The University will be taking the opportunity of celebrating this landmark moment to draw new interest and support for its future initiatives. Several signature developmental projects and campaigns that will help build interest and support among our students, staff, alumni, benefactors and friends are being planned. These projects will highlight the University's accomplishments, current initiatives, and future goals, and more importantly inspire the wider community to join us in the journey to excellence with purpose and responsibility.









# Embracing Social Responsibility for Sustainable Development

CUHK espouses the values of people, social, and environment and economic harmonies in the pursuit of sustainable development

## Contributing to a Better Future

As a responsible public institution, CUHK is committed to addressing society's greatest challenges and contributing to the well-being of the global community, through the integration of teaching, research and engagement.

University social responsibility (USR) has been a driving force—albeit unacknowledged at times—of its strategies and will be at the forefront of its next five-year vision.

In fact, CUHK has been fulfilling its social responsibility and ensuring sustainable development in all its activities, as it discharges its functions in the creation, dissemination and innovation of knowledge, educating the youth and nurturing them as leaders in the globalized

knowledge economy, exchanging knowledge that would impact society, developing and cultivating talent for the pursuit of excellence and engaging alumni and other stakeholders in the advancement of the institution.

CUHK takes a holistic approach to social responsibility, connecting and articulating its vision, goals and priorities to guide planning and management practices. We engage the University community throughout the process to ensure that all members understand and identify with the CUHK values and the quest for a sustainable and just world both for themselves and for those who follow in their footsteps.





## Five-year Goals

The next five years is a time of transformation. CUHK aims to establish itself as the premier university embracing social responsibility for sustainable development. The CUHK community espouses the values of people, social, and environmental and economic harmonies in the pursuit of sustainable development, and it is determined to make a difference.

The University has set for itself concrete sustainable development targets in alignment with the United Nation's Sustainable Development Goals (SDGs), which apply to all areas of the University's endeavours. The SDGs are interconnected, and the progress of one goal will directly or indirectly facilitate that of the others.



## Values and USR Goals

### USR Goal 1

To improve public health through preventive healthcare research and outreach.

### USR Goal 2

To increase equal access to and the impact of quality education through creativity and technology.

### USR Goal 3

To promote diversity, inclusion and partnerships through understanding and respect.



### USR Goal 4

To pursue climate action and commit to the ambition of carbon neutrality by 2038.

### USR Goal 5

To advocate responsible processes by setting standards and creating scalable solutions.



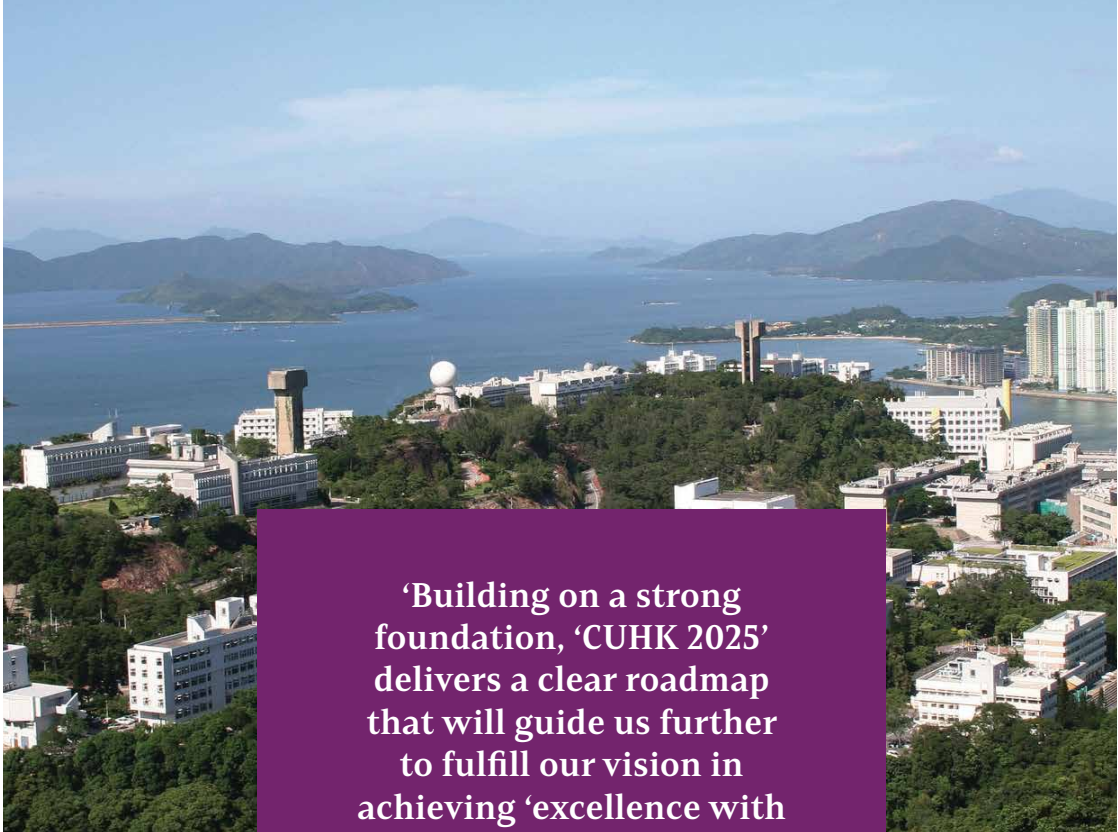
## A Portfolio to Success

The following three overarching strategies will guide the University's pursuit of the five USR goals:

- Promoting research impact for sustainable development
- Nurturing socially responsible future leaders
- Partnering communities in action

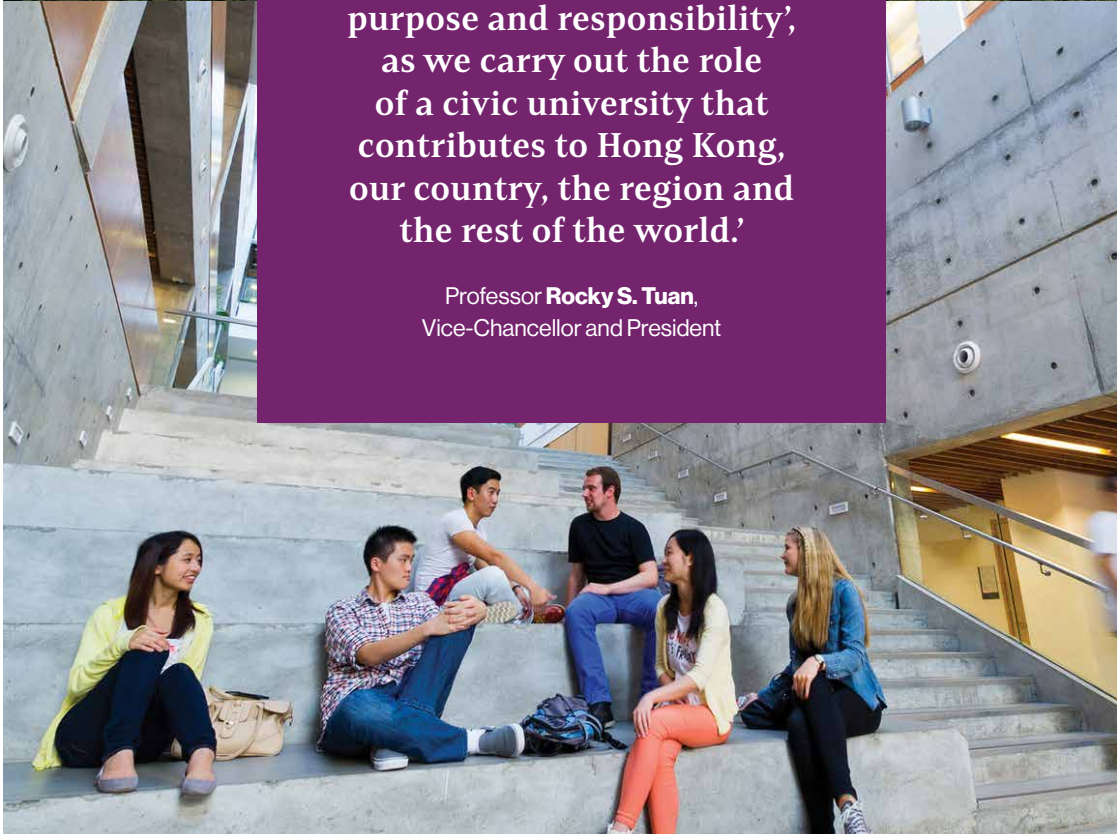
The USR portfolio outlines the initiatives and action plans guided by these strategies and focuses resources on relevant SDGs and achievable accomplishments in order to maximize impacts and efficiency.





‘Building on a strong foundation, ‘CUHK 2025’ delivers a clear roadmap that will guide us further to fulfill our vision in achieving ‘excellence with purpose and responsibility’, as we carry out the role of a civic university that contributes to Hong Kong, our country, the region and the rest of the world.’

Professor **Rocky S. Tuan**,  
Vice-Chancellor and President







**To Combine Tradition with Modernity.  
To Bring Together China and the West.**





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